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NAVAL POSTGRADUATE SCHOOL

MONTEREY, CALIFORNIA

THESIS

**AN EXAMINATION OF AFLOAT TRAINING OFFICER
MILESTONES IN SUPPORT OF TRAINING OFFICER
CAREER PROGRESSION**

by

James R. Pederson

March 2009

Thesis Co-Advisors:

Benjamin Roberts
William Hatch
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**AN EXAMINATION OF AFLOAT TRAINING OFFICER MILESTONES IN
SUPPORT OF TRAINING OFFICER CAREER PROGRESSION**

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Submitted in partial fulfillment of the
requirements for the degree of

MASTER OF SCIENCE IN MANAGEMENT

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ABSTRACT

Currently, the HR community billet structure does not support assignment to any CRUDES or LHD platforms. This study is a qualitative analysis of the professional education and training necessary to prepare 120X officers for Training Officer billets afloat. It evaluated what combination of formal and informal training is appropriate to assume TO billets. As 120X officers become Manpower Personnel Training and Education and Subject Matter Experts, additional specific training may be required when fulfilling challenging billets such as the CVN TO billet. Any additional training must be identified and implemented to any deficiency. Inconsistencies between operational requirements and training programs need to be addressed in order to minimize any possible negative impact on returns. This research examines three areas of professional development and training. The first area, from a traditional perspective, examined formal training and its effectiveness on the 120X community. The second was, on-the-job training, and its effectiveness that often augments formal training. Lastly, the third focused on unrestricted line officers who lateral transfer into the human resources community that bring valued competencies to the 120X community and the Navy human capital enterprise.

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LIST OF ACRONYMS AND ABBREVIATIONS

AD	Active Duty
ADDIE	Assessment design Development Implementation Evaluation
AC	Active Component
ATG	Afloat Training Group
AQD	Additional Qualification Designation
BUPERS	Bureau of Naval Personnel
CENNLEAD	Center for Naval Leadership
CNO	Chief of Naval Operations
CO	Commanding Officer
CCA	Core Competency Area
CPT	Certified Performance Technologist
CRUDES	Cruiser/Destroyer
CVN	Carrier Fixed Wing Nuclear
DCNO	Deputy Chief of Naval Operations
DESIG	Designator
DDG	Destroyer Guided
DOD	Department of Defense
FM	Financial Management
FTS	Full Time Support
GR	Grade
GRAD ED	Graduate Education
HRCOE	Human Resources Center of Excellence
HRD	Human Resource Development
HRO	Human Resource Officers
HSI	Human Systems Integration
IT	Information Technology
JPME	Joint Professional Military Education
KSA	Knowledge Skills Abilities
LHD	Landing Helicopter Dock
MEPS	Military Entrance Processing Station
MPA	Manpower Authorizations

MP	Manpower and Personnel
MPT&E	Manpower Personnel Training and Education
NAVMAC	Navy Manpower Analysis Center
NETC	Navy Education Training Command
NOBC	Navy Officer Billet Classification
NOOCS	Navy Officer Occupational Classification System
NPC	Navy Personnel Command
NPS	Naval Postgraduate School
NRC	Navy Recruiting Command
NRD	Navy Recruiting District
NTF	Navy Total Force
OCM	Officer Community Manager
ODC	Officer Data Card
OJT	On-the-Job Training
OSR	Officer Summary Record
OTC	Officer Training Command
PBT	Planning Board for Training
PRD	Projected Rotation Date
PHR	Professional in Human Resources
RC	Reserve Component
RL	Restricted Line
RTC	Recruit Training Command
SELRES	Selected Reserve
SHRM	Society of Human Resource Management
SME	subject Matter Expert
SORTS	Status of Resources and Training System
SPHR	Senior Professional in Human Resources
SSP	Subspecialty
TADTAR	Temporary Additional Duty Travel Target
TFHR-DEV	Total Force Human Resources Development
TFHR-MGT	Total Force Human Resources Management
TFHR-REC	Total Force Human Resources Recruiting
TFHR-RQT	Total Force Human Resources Requirements
TLO	Training Liaison Officer
TO	Training Officer
URL	Unrestricted Line
XO	Executive Officer

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I. INTRODUCTION

A. BACKGROUND

The 1200 Active Component (AC) Human Resources Community was established in October 2001, to support the increasing demands for the Manpower, Personnel, Training and Education (MPT&E) enterprise to plan, develop, and execute the life cycle management of the Navy's most important resource, people. In 2007, emphasis on Total Force integration and the requirement to consolidate HR expertise from all the components led to the creation of the Reserve Component (RC) HR Community, comprised of Selected Reserve (SELRES/1205) officers and Full Time Support (FTS/1207) officers. The combined 120X Team provides the Navy with Subject Matter Experts (SME), essential to ensuring a competency based workforce is capable of meeting joint and Navy missions. The Human Resources Center of Excellence (HRCOE) was established in October of 2007, and is responsible for the development and execution of the learning continuum for all active duty and reserve HR officers. It also provides introductory courses for officers newly selected to the HR community, and one advanced course for HR commanders. The HRCOE is in the Graduate School of Business and Public Policy (GSBPP) at the Naval Postgraduate School (NPS), Monterey, California (<http://www.npc.navy.mil/Officer/CommunityManagers/RestrictedLineOCM/Human+Resources+OCM.htm>).

In August 2008, the MPTE Enterprise became known as the Navy Total Force (NTF) domain. The Navy Total Force is defined as AC, RC, and civil servants. The organization of the Navy's Total Force will, in the future, assimilate more government service personnel, and later to include contractors, in the role as the Navy's single manpower resource sponsor. The HR Community is the Navy's core infrastructure of military and civilian HR professionals dedicated to the NTF mission. Their commitments to the principles that people are the most important resource, is the foundation for all the Navy expects to achieve.

The primary goal is to attract, recruit, develop, assign, and retain the right people at the right time to meet the demands of the Navy and the Joint Force. Along with selecting the right people, the Navy is committed to supporting the personal and professional development through a robust training program for all members of the Total Force. Lastly, focus is concentrated on developing efficient and effective processes, delivering the Total Force with correctly aligned Knowledge, Skills, and Abilities (KSA's) to meet mission requirements (<http://www.npc.navy.mil/Officer/CommunityManagers/RestrictedLineOCM/Human+Resources+OCM.htm>).

The Department of Navy (DoN) identified the HR community as the leading expert in Manpower, Personnel, Training, and Education (MPT&E), as well as, becoming Subject Matter Experts (SME). To manage the Navy's workforce, the HR community must track officers professionally, using qualitative methods to determine who is most appropriately qualified for specific billets. The community accomplishes this using Subspecialty codes (SSP's), Additional Qualification Designators (AQD's), and Naval Officers Billet Classification codes (NOBC's) (Jones 2006).

Officers enter the HR community laterally from other communities. This accession process allows junior officers to gain operational experience in their initial warfare specialty prior to shifting focus toward the MPT&E domain.

HR leaders, community managers, and sponsors have mandated greater emphasis on professional development for HR officers. A multitude of professional education and training courses exists, but despite these programs, there is no formal education or training program specifically identified to prepare HR officers for Training Officer (TO) billets afloat. Currently, eleven TO afloat billets exist for 120X HR Officers, and while the NOBC's are the same; the actual job description may be different based on command requirements.

B. OBJECTIVES

The objective is to analyze the current education and training requirements necessary to prepare HR officers for TO billets. The concept is to identify and develop a career path that provides specific training for HR officers, specifically for the Training

Officer (TO) billets. This research will present recommendations to identify and develop a standardized training program and career path for 120X HR officers preparing to assume the Carrier Fixed-Wing Nuclear (CVN) and Landing Helicopter Dock (LHD) TO billets.

C. RESEARCH QUESTIONS

- What professional education and training prepares 120X officers for the TO billet afloat?
- What are the benefits and impact of the lateral transfer process on the HR community?
- What is the benefit to the HR community by allowing 120X officers to assume TO billets on CRUDES and LHD platforms, respectively?

D. METHODOLOGY

- Literature reviews included Navy instructions, online resources, and academic research studies
- Correspondence via e-mail with current TO's, asked the question: what professional education and training would have better prepared them prior to assuming the CVN TO billet?
- A review of the human resources four core competency areas was conducted, with emphasis on the developmental area specific to training officers
- A review of the HR community mechanisms used to identify an officer's skills and experience
- Evaluation of needs assessment and the importance of implementation on organizational development
- Comparison of formal and informal training and the impact on the HR community

E. ORGANIZATION OF RESEARCH

This thesis is arranged into four chapters. Chapter II outlines the Navy's management system that identifies an officer's Knowledge Skills and Abilities (KSA's) through education, training, and experience. It also explains the requirements HR officers must attain before selection to specific billets within the HR community.

Chapter III is a qualitative analysis that outlines formal education and training, and the professional knowledge HR officers possess, as identified within a Core Competency Area (CCA). Additional mechanisms used to identify an HR officers skill sets includes, AQDS, NOBC's, and SSP's. Chapter IV includes a summary on developing a standardized training program for 120X officers who anticipate subsequent billets to include an afloat training officer. Conclusions and recommendations delineate the process of identifying and developing a career path for HR officers specific to the afloat training officer.

II. LITERATURE REVIEW

A. SYNOPSIS

Ross, Snow and Zitaglio's research identified that Manpower, Personnel, Training, and Education (MPT&E) requirements should be linked to Department of Defense resources for greatest effectiveness. Programs operating in congruence with each other provide greater returns and maximize benefits to personnel and the organization. Joint and Navy transformation personnel initiatives will provide a higher percentage of competency based work-force within the service. The Navy Sea Warrior Total Force Readiness (TFR) concept, along with its Human Capital Objects (HCO), can assist in the critical sequence of training venues, better preparing HR officers to assume afloat billets. By properly sequencing training, deficiencies are identified, addressed then corrected. Additional benefits include increased return on investment, increased productivity and reduced costs due to efficient management of resources. The Navy's HR community leaders and community sponsors have mandated greater emphasis on professional development for HR officers as they become MPT&E, as well as, Subject Matter Experts (SME) (Ross, Snow, and Zitaglio, 2005).

The Navy's HR community has four Core Competency Areas (CCA's): Total Force Human Resource Requirements (TFHR-RQT), Total Force Human Resource Management (TFHR-MGT), Total Force Human Resource Development (TFHR-DEV), and Total Force Human Resource Recruiting (TFHR-REC). Each CCA develops specific skills, while providing HR officers with the necessary Knowledge Skills and Abilities (KSA's) to accept more challenging subsequent assignments. It is important to mention the majority of an HR officer's professional knowledge is gained through experience, since no formal training program for HR officers exists. An HR officer's experience has always been considered formal training within the community. Significant training, education and experience identify HR officers as SME's within the HR community.

Being recognized as a SME is important because it focuses on the types of jobs and assignments filled by HR officers across the four CCA's (<http://www.npc.navy.mil/Officer/CommunityManagers/RestrictedLineOCM/Human+Resources+OCM.htm>).

- **Total Force Human Resources Requirements (TFHR-RQT):** Traditional manpower work with a more analytical focus including Human Systems Integration (HSI), Financial Management (FM) and Information Technology (IT): OPNAV N10 and N12 focused, includes Navy Manpower Analysis Center (NAVMAC).
- **Total Force HR Management (TFHR-MGT):** Work associated with personnel management; OPNAV N13 and Navy Personnel command (NPC) focused, includes Transient Personnel Units (TPUs), Naval Operational Support Centers (NOSCs) and Navy Personnel Command Mobilization Detachments (NPC MOB DETs).
- **Total Force HR Development (TFHR-DEV):** Encompasses the training and education functions of the Enterprise; Naval Education and Training command (NETC) focused, includes school houses, Recruit Training Center (RTC), Officer Training Command (OTC), and CVN Training Officer (TO).
- **Total Force HR Recruiting (TFHR-REC):** Deals with the recruitment of personnel into the regular and reserve components of the Navy; Navy Recruiting Command (NRC) focused, includes Navy Recruiting Districts (NRDs), and Military Entrance Processing Stations (MEPS). (<http://www.npc.navy.mil/Officer/CommunityManagers/RestrictedLineOCM/Human+Resources+OCM.htm>).

A review of the 1200/1207 designator discreet billet list indicates that 76 out of 576 billets (see Appendix A), fall under the TFHR-DEV segment within the four CCA's. The majority of TFHR-DEV billets can be found within the Navy Total Force domain as illustrated in Figure 1. These include N15 Training and Education Division, Naval Education Training Command (NETC), Center for Naval Leadership (CENNLEAD), Professional Development & Technical Center, U.S. Naval Academy, Naval Service Training Command, and Recruit Training Command (RTC). Not displayed in Figure 1 are the 11 CVN afloat billets filled by 120X officers.

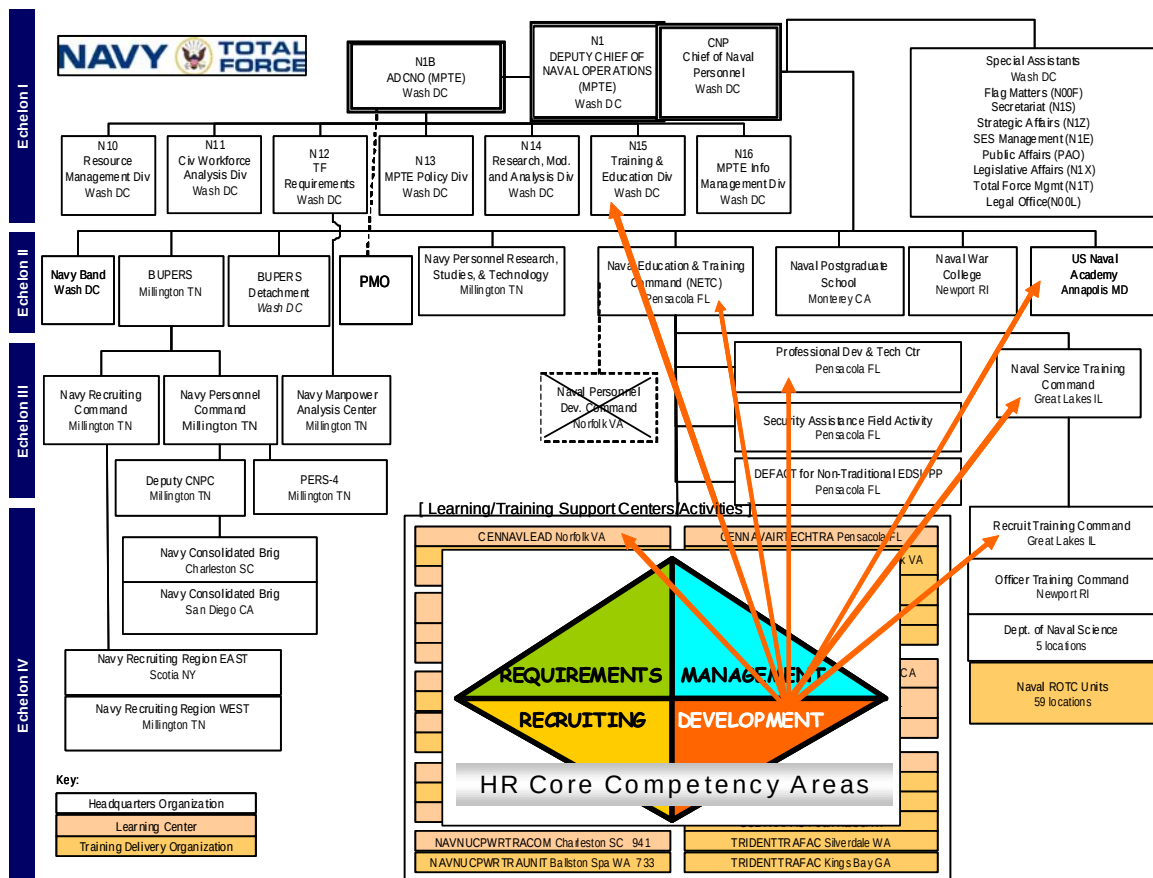


Figure 1. HR Navy Total Force Domain Organizational Chart (From: HRCOE PowerPoint, February 2009).

With approximately 670 Active Duty (AD) and Full Time Support (FTS) personnel in predominantly shore billets, the need for HR officers to populate afloat billets in the operational Navy is critical to execute the Navy's Total Force Management (TFM). In addition to experience and skills in a specific CCA, HR officers are actively seeking professional development and accreditation in both Navy and civilian areas of academic proficiency. These include Navy HR training and education programs, such as those offered by the Human Resources Center of Excellence (HRCOE) and the Society for Human Resource Management (SHRM). Both programs support HR development, while adding professional value to the HR community (<http://www.npc.navy.mil/Officer/Pers44/HumanResources/>).

HR community managers advocate that HR officers should continually progress toward increasing levels of responsibility within assigned commands and in subsequent

assignments. For example, if available, an officer might choose an initial billet as the Cruiser/Destroyer (CRUDES) TO, and then fleet-up in a follow on assignment to become the CVN TO. By sequencing experience, officers can take advantage as the assistant, to learn about how to operate a program, department, or command. The development of leadership skills is critical as an officer becomes more senior. Subsequent tours should have an increasing scope of responsibilities, with emphasis on developing and acquiring skills in one of the four CCA's (<http://www.npc.navy.mil/Officer/CommunityManagers/RestrictedLineOCM/Human+Resources+OCM.htm>).

Research on this study will examine the Sub-Specialty Codes (SSP), Additional Qualification Designators (AQD's), and Naval Officer Billet Classification (NOBC) codes earned through education and assignments. Additionally, an evaluation of the effectiveness of classroom training (formal), and On-The-Job Training (OJT) (informal), will determine what combination of each is appropriate for HR officers assuming a TO billet. Correspondence via e-mail with some current TO's, reveals there is a lack of billet specific training and standardized training for HR officers prior to assuming TO billets. This could be mitigated by providing related courses that could be used as HR TO pipeline training.

B. FORMAL TRAINING

The Center for Naval Analysis determined the value of different training methods for training military personnel depends on both their costs and effectiveness. The absence of these makes it difficult for evaluation to be conducted objectively. There has always been some difficulty measuring the effectiveness of training. Pen and paper or hands-on exams have been used to determine how well particular skills were learned, but there is little agreement on a metric for translating test scores into an effective training program. Quester and Marcus found that differences exist between the resources dedicated to training military personnel and the resources dedicated to evaluating that particular training. This is important because identifying shortfalls can lead to improvements in training through evaluation in an organization (Quester and Marcus, 1986).

Recent efforts by Commander Naval Air Forces (CNAF) manpower and personnel staff resulted in a proposed training pipeline for CVN TO's. This proposed pipeline is a combination of existing Navy courses and formal Type Commander (TYCOM) orientation.

Experience and knowledge acquired in certain billets is considered the primary professional development means for HR career experience. It is important to mention that while classroom training is more abundant for enlisted personnel, it is limited for officers in the HR community. The HRCOE now provides an orientation course for all new accessions, but does not provide specific training relating to HR assignments. The Navy identifies and records professional accomplishments earned through education and experience in different ways. These include SSPs, AQDs, and NOBC's. Each is an appraisal of Knowledge, Skills and Abilities (KSA's) that officers possess. By identifying officers with certain KSA's, HR planners can effectively manage and track HR officers and match the most qualified to the most challenging billets. In doing so, the highest amount of return is expected, benefiting the Navy and the officer professionally.

Each year the HR community augments its competency based workforce with lateral transfers from various communities to include; Unrestricted Line (URL), Restricted Line (RL), Staff Corps, Limited Duty Officer (LDO) from all components, Active Duty (AD), Full-Time Support (FTS), and Selected Reservists (SELRES). The HR community strives to balance the skills and experiences of officers across the four CCA's. Qualified applicants embody many of the KSA's the HR community is seeking to enhance the Navy Total Force (NTF) domain. Surface Warfare Officers possess valuable leadership, management and training skills earned in operational environments. These KSA's match the requirements defined in the TFHR-DEV CCA, which can be beneficial to CVN TO billets. These proven skills assist in aligning the NTF with HR community principles and goals (NAVADMIN 065/09).

Table 1 indicates the proposed and actual HR accessions that occur through the bi-annual officer transfer-redesignation process.

HR ACCESSION PLAN vs. ACTUAL								
	FY05	FY05	FY06	FY06	FY07	FY07	FY08	FY08
HR OCM data 8/30/2008 Plan	Attained	Plan	Attained	Plan	Attained	Plan	Attained	(YTD)
USNA	0	0	0	0	0	0	0	0
NROTC	0	0	0	0	0	1	0	0
RSRV RECALL	0	0	0	0	0	1	2	2
INTER-SRV XFER	0	0	1	0	0	0	0	0
LATERAL XFER	24	14	25	22	25	29	62	70
1200 & 1207 Accessions	24	14	26	22	25	31	64	72

1200 Only (1207 community did not exist for these three years) First Year with 1207

Lateral Transfer numbers include both the formal semi annual board selects and Training Attrites & Force Shaper laterals

Table 1. HR Accession Plan vs. Actual (From: HR Force Strategy Power Point, August 2008)

MILPERSMAN 1212-010 Lateral Transfer and Change of Designator Codes of Regular and Reserve Officers, outlines the eligibility requirements for officers applying for lateral transfer into the HR community. Officers, in particular SWO's, who meet the requirements outlined in MILPERSMAN 1212-010 bring professional credibility and significant operational experience to the HR community. These KSA's compliment the HR community, while enhancing the structure of the HR workforce. A more highly skilled workforce requires less specific training and allows community managers to execute Joint and MPT&E initiatives within the NTF domain.

1. Subspecialty Codes (SSP)

The Officer SSP code system is an integrated manpower and personnel classification and control system that establishes criteria and procedures for identifying officer requirements for advanced education, functional training, and significant experience in various fields and disciplines. Similarly, the SSP code system is used to

identify officers who acquire these qualifications through a combination of education and experience. In addition to identifying officer skills, the SSP code system is used as the basis for generating the Navy's advanced education requirements.

3100	General Resource and Acquisition Management 3110, 3111, 3112 more specific
3120	Logistics and Transportation 3121, 3122 more specific
3130	Manpower Systems Analysis Management
3150	Education and Training
3210	Operations Research Analysis 3211, 3212 more specific
4600	Human Systems Integration
620X	Information Systems and Technology (FTS only)

Figure 2. Common HR Subspecialty Codes (From:
<http://www.npc.navy.mil/Officer/Pers44/HumanResources/>)

Officer SSP codes provide the Navy with the means to track specific skills sets beyond those described by an officer's designator. Officers with SSP codes are eligible for an array of challenging assignment throughout the Navy, and successful completion of multiple SSP assignments can result in an officer becoming a proven subspecialist (<http://www.npc.navy.mil/Officer/CommunityManagers/RestrictedLineOCM/Human+Resources+OCM.htm>).

2. Additional Qualification Designators (AQD)

Additional Qualification Designators define special skills or qualifications for a specific billet beyond what an NOBC may delineate. AQD's are also reflected on Officer Summary Records (OSR's) and may be used as discriminators by selection boards. There are AQD's for Professional in Human Resources (PHR) and Senior Professional in Human Resources (SPHR) certificates, Certified Performance Technologist (CPT), and other HR related certifications, as well as for leadership and milestone completion (<http://www.npc.navy.mil/Officer/CommunityManagers/RestrictedLineOCM/Human+Resources+OCM.htm>).

3. Navy Officer Billet Classification Codes (NOBC)

Navy officer billet classifications (NOBC's) identify officer billet requirements and an officer's occupational experience acquired through billet assignments. It is not meant to cover every duty required of the job, neither is every duty listed necessarily a requirement of the billet. Similarly, an NOBC in an officer's record does not necessarily indicate that the officer has experience in every duty listed in the position description. NOBC codes identify a group of officer billets which are similar but not necessarily identical in scope and nature of duties (NAVPERS 15839I, April 2008).

The Afloat Training Officer position description is identified under the General Training Group in the Manual of Navy Officer Manpower and Personnel Classifications NAVPERS 15839I, April 2008.

- **Afloat Training Officer (NOBC 3292).** Coordinates a comprehensive shipboard/squadron training program and de-conflicts training requirements during Planning Board for Training (PBT). Trains and supervises all department/division training coordinators. Develops and maintains Required Schools Master List. Actively liaisons with off-ship training providers in particular, the Afloat Training Group (AFLOATTRAGRU) Training Liaison Officer (TLO). Coordinates training orders, student clearances and training temporary Additional Duty Travel Target (TADTAR) budget. Reports ship/squadron training status using the Status of Resources and Training System (SORTS).
- **Education/Training Planning and Program Officer (General) (ED TRA PLN GEN) (NOBC 3215).** Reviews naval plans and policies and prepares training in continuing education programs to meet operational requirements. Directs development of training curriculums, standards, methods, and educational materials. Formulates instructional procedures and maintains documentation. Prepares training program budget estimates, and controls allocation of funds. Establishes standards for selection of students. Establishes school quotas. Coordinates programs with other facilities and agencies. Directs operation of educational or correspondence course center.
- **Leadership/Management Training Program Officer (L/M TRA PGM) (NOBC 3220).** Conducts programs designed to evaluate leadership practices. Organizes classes, lectures, demonstrations, and seminars in leadership and management, education and training of primary interest to the Navy. Counsels command in effective leadership methods and

presents naval leadership philosophy of development. Trains personnel to apply principles and develop skills in such areas as leadership, management and personal characteristics.

- **School Administrator (SCH ADMIN) (NOBC 3283).** Directly assists in administration of training programs at schools, colleges, universities, or in one or more departments thereof. Schedules and maintains instruction in accordance with prescribed standards. Advises instructors regarding teaching methods, and evaluates progress of students and staff, making adjustments as necessary to achieve desired objectives. Exercises disciplinary and administrative control, while coordinating military activities with school schedules.
- **Training Officer (TO) (NOBC 3290).** Administers military and/or civilian personnel training programs for naval activities. Adjusts instruction programs to conform to training syllabus and manuals. Develops a training curriculum. Confers with officers in charge of schools and with instructors to determine causes of failures. Directs training aids to officers to supply equipment to improve instruction. Directs Voluntary Education Program (VOLED).
- **Training Publications and Curriculum Officer (TRA PUB&CUR) (NOBC 3298).** Prepares or supervises preparation of naval training publications. Assembles basic data and technical material required. Prepares manuscripts, manuals, correspondence courses, curriculum descriptions, and directives. Schedules, edits and evaluates material prepared. Plans and supervises layouts and illustration. Obtains required clearances from systems commands and authorities concerned. Conducts training programs for research, writers, editors, and clerical staff. (NAVPERS 15839I, April 2008).

C. INFORMAL TRAINING

The CNA's research report examines the effectiveness of U.S. Navy personnel, using data from the Enlisted Utilization Survey and from Navy administrative records. They assessed the productivity of first term enlistees from 12 occupational specialties by occupation and type of training, at four points in time. They also devised cost estimates for the two training periods, which included On-The-Job Training (OJT) (Quester and Marcus, 1986).

OJT has become an essential training tool vital to successful shipboard operations. With more than 7,000 formal courses taught in Navy schools, a considerable amount of additional training takes place on both ship and ashore. OJT onboard ships consists of

one-on-one training situations, where a senior petty officer becomes responsible for taking “A” school graduates from a journeyman status to a proficient sailor in their rating through OJT(Quester and Marcus, 1986).

The Semb study determines the effectiveness of OJT onboard ship. It utilizes three phases; assessment, training and evaluation. Assessment is a process of determining what the sailor knows after formal training, such as, A or C school. Training is categorized as identifying what level of KSA’s the learner exhibits, then using an appropriate program to finish the learner’s training. Evaluation is the process by which the trainer gauges the performance or task completion (Semb, 1993).

Needs assessment offered through the Analysis, Design, Development, Implementation and Evaluation (ADDIE) model, is a generic systematic instructional method consisting of five phases, designed to compliment each other, building upon the previous in the sequence. This is a continuous process where feedback is returned to the assessment phase. Figure 3 displays the ADDIE model. ADDIE is a simple improvement process using existing employee KSA’s to identify shortfalls in an organization, and offer solutions through collaborative efforts (O’Connor, Bridget N., Bronner, Michael, & Delany, Chester, 2002).

The ADDIE Model

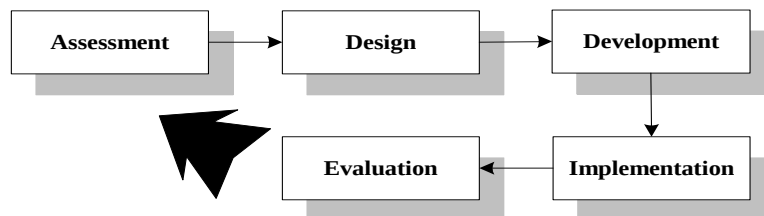


Figure 3. Addie Model (From: Systems Learning Theory, 2005)

III. ANALYSIS

A. INTRODUCTION

This chapter will examine the primary Core Competency Area (CCA) Total Force HR Development (TFHR-DEV), and a secondary CCA Total Force HR Management (TFHR-MGT), which is critical for HR officers assuming the Training Officer (TO) billet afloat as a milestone screened officer. It will also examine the Subspecialty Codes (SSP), Additional Qualification Designators (AQD), and Navy Officer Billets Classification Codes (NOBC) necessary to be successfully screened for the TO billet. Additionally, it will cover formal training institutions such as the Naval Postgraduate School (NPS) and the Navy Education and Training Command (NETC), focusing on the courses that can enhance an HR officer's career. Furthermore, it will look at informal training and the effectiveness of On-the-Job Training (OJT), in addition to what Knowledge, Skills and Abilities (KSA's) are needed when preparing to assume TO billets.

Since the inception of the Human Resource (HR) community in 2001, its leaders and community sponsors have emphasized professional development for HR officers as they become Subject Matter Experts (SME). To efficiently manage the Navy's workforce, the HR community tracks officers, using qualitative methods to determine who is most appropriately qualified for specific billets in any one of the four CCA's.

B. CORE COMPETENCY AREAS (CCA)

CCA's are separated into four categories within the Navy's HR community, and all billets align under the CCA's.

- **Total Force HR Requirements (TFHR-RQT).** Traditional manpower work with a more analytical focus (including Human Systems Integration (HSI), Financial management (FM) and Information Technology (IT): OPNAV N10 and N12 focused, includes Navy Manpower Analysis Center (NAVMAC).

- **Total Force HR Management (TFHR-MGT).** Work associated with personnel management; OPNAV N13 and Navy Personnel command (NPC) focused, includes Transient Personnel Units (TPU's), Naval Operational support Centers (NOSC's) and Navy Personnel command Mobilization Detachments (NPC MOB DET's).
- **Total Force HR Development (TFHR-DEV).** Encompasses the training and education functions of the Enterprise; Naval Education and Training Command (NETC) focused, includes schoolhouses, Recruit Training Center (RTC), Officer Training Command (OTC), and CVN Training Officer (TO).
- **Total Force HR Recruiting (TFHR-REC).** Deals with the recruitment of personnel into the regular and reserve components of the Navy; Navy Recruiting Command (NRC) focused, includes Navy Recruiting Districts (NRD's), and Military Entrance Processing Stations (MEPS) (<http://www.npc.navy.mil/Officer/CommunityManagers/RestrictedLineOCM/Human+Resources+OCM.htm>).

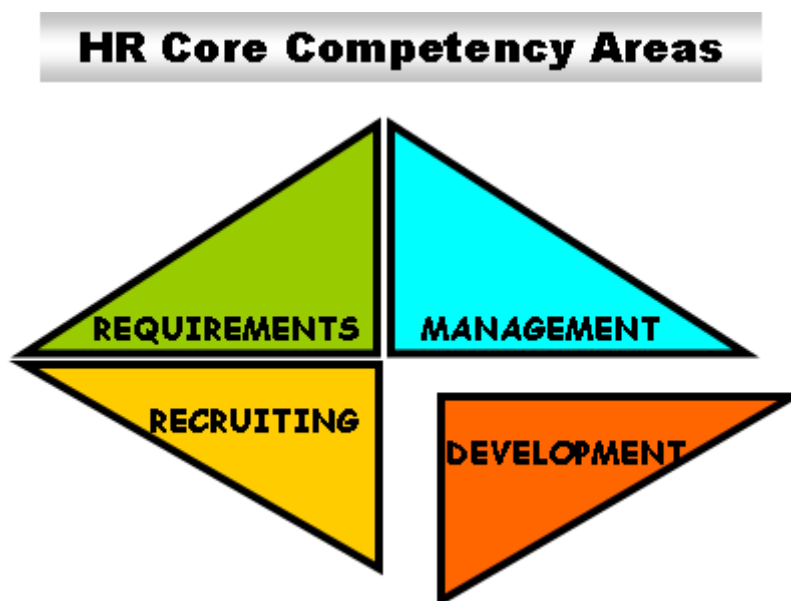


Figure 4. Core Competency Areas

The TO billet afloat falls under the development segment within the HR CCA construct, and in addition to the primary, a secondary CCA in management is required, due to the nature of the work.

An analysis of the HR community design and culture requires that junior HR officers take the personal initiative to identify a primary CCA they feel comfortable

pursuing with their current level of KSA's. This will assist HR officers with career development as they decide which subsequent billets into which they might be detailed, while preparing them professionally as they gain expertise. CCA's can also be assigned to officers depending on their professional education, level of experience or personal preference. A primary CCA will give 'depth' within a career. Developing a second CCA is highly encouraged by community leaders, and will afford HR officers with greater experience, while providing 'breadth' in their career. By choosing to attain both depth and breadth, this provides HR officers with the necessary experience to assume more challenging billets. As HR officers become more senior in rank, the technical and professional accomplishments achieved will provide them with a broader understanding of the Navy total force domain competencies, while becoming HR SME's.

For HR officers interested in pursuing experience in the development CCA, gaining afloat TO experience in advance of assignment to a CVN TO billet would be beneficial. At the Lieutenant (LT) level, a Cruiser/Destroyer (CRUDES) TO billet may be appropriate. The TO billet on a larger Landing Helicopter Dock (LHD) platform can provide critical afloat experience in preparation for the CVN TO billet. Currently, the HR community billet structure does not support assignment to any CRUDES or LHD platforms.

The HR community encourages higher education and professional development throughout one's career with emphasis on Joint Military Professional Education (JPME), Graduate Education (GRAD ED), HR Certification such as Professional in Human Resources (PHR), Senior Professional in Human Resources (SPHR) through the Society of Human Resources Management (SHRM), and Certified Performance Technologist (CPT) certificates (<http://www.npc.navy.mil/Officer/CommunityManagers/RestrictedLineOCM/Human+Resources+OCM.htm>).

Before HR officers are selected for the existing CVN TO billet afloat, they must pass a milestone screening board. It is important to mention that not all billets in the HR community require milestone screening, although, a large portion of billets within the community, however, do require milestone screening. Milestone screening in the HR

community identifies officers with significant experience, and potential for future success. The process is similar to the Executive Officer (XO) and Commanding Officer (CO) screening in Unrestricted Line (URL) communities. Once HR officers have been identified and successfully milestone screened, they can select more challenging billets across the Navy. The TO billet afloat is one of those challenging HR billets. HR milestones are specific billets with increased responsibility and require significant expertise. These billets are filled by HR officers with the highest potential to become the Navy's leading authority in human capital development. Milestone billets broaden an officer's leadership abilities, provide billet prioritization for future assignments, and are an essential indication to promotion boards of, 'what success looks like' in an officer's career. Continued above average performance in milestone billets denotes success in the HR community (<http://www.npc.navy.mil/Officer/CommunityManagers/RestrictedLineOCM/Human+Resources+OCM.htm>).

C. SUBSPECIALTY CODES (SSP)

The subspecialty system is a combined manpower and personnel classification and management program that establishes criteria and processes for identifying officer requirements for advanced education and proven experience.

Subspecialty Codes (SSP) are awarded based on education or experience and are a critical aspect to documenting that expertise. Expertise can be developed by completing a graduate degree or through completion of significant experience. Repeat experience tours and graduate education assist in developing and maintaining professional HR expertise. Experience level subspecialty codes ("Q", "R", and "S") are automatically awarded at the end of a qualifying tour if the billet carries a subspecialty code. If the billet is not coded, experience tour credit may still be awarded by providing justification/documentation to the Subspecialty Manager (PERS-440E2) (<http://www.npc.navy.mil/Officer/Pers44/FullTimeSupportMobilized/HumanResources/>).

Figure 5 illustrates SSP codes suffixes for professional education attained.

P	Master's level of education
Q	Master's level of education – <u>proven</u> subspecialist
R	Significant experience – <u>proven</u> subspecialist
S	Significant experience
B	Validated requirements for Master's or higher level of education but second priority to P, Q, M, N, C, or D coded billets and used when subspecialty code compensation has not been identified. Applies only to billets.
C	PhD level of education - <u>proven</u> subspecialist
D	PhD level of education
E	Baccalaureate level of education in a field applicable to the subspecialty
F	Master's degree not fully meeting Navy criteria in a degree program-proven subspecialist
I	Master's degree completed by Immediate Graduation Education Program graduates not fully meeting Navy criteria in a degree program. Applies only to officers.
M	Post-master's graduate degree
N	Post-master's graduate degree

Figure 5. SSP code suffixes (From: Bureau of Naval Personnel, NAVPERS 15839I).

While CVN TO billets lack an SSP code, they do require milestone screening prior to officer placement in that particular billet. Officers who successfully complete a tour in a TO billet, will be assigned a 3150S, education and training experience SSP code.

1. Additional Qualification Designators (AQD)

Additional Qualification Designators (AQD's) characterize unique skills or qualifications for a specific billet apart from what a Navy Officer Billet Classification (NOBC) may define. AQD's are a three-digit alphanumeric code assigned to officers who complete a variety of assignments. HR officers receive an AQD to record successful completion of a milestone assignment. Examples of what AQD's look like include, QK1, QK2 (http://www.npc.navy.mil/ReferenceLibrary/NOC/NOCVol1/Part_D_TOC.htm).

2. Naval Officer Billet Classification Codes (NOBC)

The CNO's published manual of Navy Officer Manpower and Personnel Classifications defines the Afloat Training Officer NOBC 3292 as follows.

Coordinates a comprehensive shipboard/squadron training program and de-conflicts training requirements during Planning Board for Training (PBT). Trains and supervises all department/division training coordinators. Develops and maintains Required Schools Master List. Actively liaisons with off-ship training providers in particular, the Afloat Training Group (AFLOATTRAGRU) Training Liaison Officer (TLO). Coordinates training orders, student clearances and training temporary Additional Duty Travel Target (TADTAR) budget. Reports ship/squadron training status using the Status of Resources and Training System (SORTS).

Naval Officer Billet Classification Codes (NOBC's) identify officer billet requirements, professional education and career experience received through billet experience exclusively, or a combination of billet experience and formal education. Several or more duties may also be assigned to that billet; however, NOBC's in an officer's record, does not necessarily mean that officer has experience with each of them. Likewise, an NOBC only identifies officers with similar professional attributes and officers may in fact possess other abilities not listed under a specific NOBC (NAVPERS 15839I April 2008).

NOBC's consist of a four-digit numeric code assigned to officers who attain certain skill sets during a career. The four-digit code consists of a long title, short title and a definition. NOBC's are found on unit manpower documents and used to describe work as a result of the manpower requirement process. The primary digit identifies the field, the second digit signifies the group within that field, and the third and fourth digits denote the specific billet classification within the group. These job descriptive requirements are generalized in nature and do not reflect with any degree of accuracy an officer's true KSA's, but rather, are used as a scope of duties officers are expected to perform as they arise. NOBC's are used to track professional development experiences

and identify special skills one may have to qualify for increasingly challenging billets within the HR community. The Chief of Naval Operation (CNO) controls these alphanumeric codes (NAVPERS 15839I April, 2008).

D. FORMAL TRAINING

Graduate education is an important component to any career, civilian or military. HR officers should obtain a Master's degree relevant to HR or, at a minimum, choose a course of study that is relevant for use within the Navy. An officer can accomplish either through funded programs or after hours postgraduate degree programs. There are several approaches available for HR officers including the following.

- Civilian University
- Navy (or other) War College
- Naval Postgraduate School (NPS) quotas for HR Officers Active Duty (AD) and Full Time Support (FTS) are available in Operational Analysis (OA), Financial Management (FM), Information Technology (IT), Human Systems Integration (HSI), and Manpower Systems Analysis (MSA) (<http://www.npc.navy.mil/Officer/CommunityManagers/RestrictedLineOCM/Human+Resources+OCM.htm>).

Traditionally, the focus of professional education and training has encompassed the classroom exclusively. In recent years, some learning has shifted from a formal setting to an informal one, with selected education having been replaced with self paced study programs. Has the effectiveness of professional development vanished with the closure of some professional schools? A good example is the Surface Warfare Officer School Division Officers Course (SWOSDOC), which was replaced by Surface Warfare Officer School (SWOS) at Sea. Upon reporting to their first afloat command, 11 Compact Discs (CDs) are issued to officers instead of offering formal schoolhouse training. Officers are expected to perform self-paced instruction, grasp concepts and apply them in an operational environment.

The Afloat Training Group (ATG) provides training for sailors in the Navy and keeps their warfare expertise sharp by maintaining technical in-rate currency of professional knowledge and skills through a comprehensive training program of formal Navy schools, installation training, technical symposiums, informal training and self-study (<http://www.atg.surfor.navy.mil/default.aspx>).

Correspondence between TO's reveals no formal classroom training exists for HR officers preparing for the CVN TO billet afloat. Experience gained in previous afloat assignments prior to entering the HR community, proved very beneficial, and without it, it would have made the current job more difficult. Additionally, there are no standardized methods for training HR officers assuming TO billets (e-mail communication, January 16, 2009).

Recent efforts by Commander Naval Air Forces (CNAF) manpower and personnel staff resulted in a proposed training pipeline for CVN TO's. A combination of specific existing Navy training courses and internal CNAF indoctrination programs is able to provide billet specific training as outlined by the Type Commander (TYCOM). Billet specific training reinforces the necessary KSA's needed under the scope of responsibilities delineated in the CVN TO billet description. (See Appendix B).

E. INFORMAL TRAINING

To determine the effectiveness of shipboard OJT, a model was developed based on research, shipboard observations and interviews. The model has three phases; (1) assessment (2) training and (3) evaluation.

The Semb study outlines an assessment process of determining what sailor's know after formal training, such as, A or C school. With trainees exhibiting different levels of Knowledge, Skills and Abilities (KSA's), it is imperative to determine what one can do and know, before any training program is implemented. To accomplish this, considerable time needs to be spent with the sailor. Questions can measure the sailor's job knowledge, and performance observations determine the sailor's job skill level. An important outcome during the assessment phase is the focus of informal instruction, as it

shifts from the trainer to the sailor. By providing the sailor with a chance to verbalize communication and demonstrate skills, this allows the trainer to visually measure progress. It also provides experience for the sailor (Semb, 1993).

Semb's research determined the primary goal of training is to bring sailors to a desired level of performance. Some view the OJT trainer as a coach who does not merely lecture sailors, but who guides and directs their learning. Once assessment is completed and the sailor's knowledge and performance parameters are ascertained, the training process can proceed. OJT should be viewed as a continuous and interactive learning process, in which the trainer encourages the sailor to perform (Semb, 1993).

Further techniques used in OJT are the methods of reaching the goals of the training program. Incremental instruction refers to OJT broken down into smaller steps. The sailor is required to achieve proficiency on each step before moving on to the next step. Modeling or demonstration is another example of an OJT strategy. The trainer simply performs the act or procedure, and then the sailor is expected to repeat the procedure as previously shown. Lastly, there is practice or rehearsal. This method allows the sailor routinely to go over what is learned until becoming proficient (Semb, 1993).

Evaluation is the final important aspect of the OJT training process. Here, the trainer ascertains how well the learner performed the required procedures or tasks. This process will also determine if more training is necessary. Corrective feedback and positive reinforcement, provided by the trainer, are primary factors essential for evaluation success. Both can affect performance, and the benefits of feedback, both positive and constructive, during the learning process are well documented (Semb, 1993).

Senior non-commissioned Officers are considered SME in their respective rates. Their experience and knowledge makes them good candidates to assume the role of trainer and provide OJT as appropriate; augmenting the informal training necessary to increase a CVN TO's level of KSA's, while more accurately aligning actual needs with the requirements delineated in the TO position description.

F. NAVAL EDUCATION AND TRAINING COMMAND (NETC)

The mission of the Naval Education and Training Command (NETC) is to educate and train sailors, while providing the tools and opportunities to ensure the Navy operates at peak readiness levels. They also stress the importance of personal growth through professional development. It is important to mention that training infrastructure exists if HR officers require specific training prior to assuming the TO billet afloat. A portion of the potential courses relevant to the CVN TO billet fall under the NETC organization (<https://www.netc.navy.mil/mission.html>).

G. NEEDS ASSESSMENT

Needs assessment is an important evaluation tool that identifies performance among employees and offers performance improvements through learning. As organizations implement new ideas and technologies, there is a need to change the way personnel interface with each of these new ideas and systems. Just as the organization changes, the need for training and evaluation changes. Deficiencies must be identified and corrected for the organization to grow professionally. Needs assessment provides that training capitalizing on existing knowledge within the organization to increase personnel performance, which in turn increases organization performance (O'Connor, Bridget N., Bronner, Michael, Delany, Chester, "Training for Organizations" South-Western Thomson Learning, 2002).

The (1) Analysis, (2) Design, (3) Development, (4) Implementation, and (5) Evaluation (ADDIE) model is a systematic instructional design model consisting of five phases: Each step has an outcome that augments and supports the next step in the sequence.

The five phases of (ADDIE) are as follows.

- **Analysis.** During the analysis phase, the leader identifies the learning problem, the goals and objectives, the audience's needs, existing KSA's and any other relevant characteristics. The analysis phase also considers the learning environment, any constraints, delivery alternatives, and the timeline for project completion.

- **Design.** The design phase is a systematic process of specifying learning objectives. Detailed templates and prototypes are created in this phase.
- **Development.** The development phase implements the actual conception of the content and learning materials based on the design phase.
- **Implementation.** The implementation phase places the plan into action, and a procedure for training the learner and mentor is developed. Materials are delivered or distributed to the student group. After delivery, the effectiveness of the training materials is evaluated.
- **Evaluation.** The evaluation phase consists of (1) formative and (2) summative evaluation. Formative evaluation is present in each stage of the (ADDIE) process. Summative evaluation consists of tests designed for criterion-related referenced items, while providing opportunities for feedback from the users. Revisions are then made as appropriate (<http://www.learning-theories.com/addie-model.html>).

H. CHAPTER SUMMARY

Of the four CCA's that comprise an HR officer's career path, TFHR-DEV, is the most relevant to prepare HR officers for challenging TO billets. An HR officers' career path whether a new accession or lateral transfer, should include operational tours on CRUDES platforms at the LT level. Subsequent billets should include formal education to develop a secondary CCA, or include a TO billet on an LHD at the Lieutenant Commander (LCDR) level. Additionally, at the LCDR level, development of the subspecialty is critical for future milestone screening. At the Commander (CDR) level, development should include CVN TO or equivalent XO/CO billets that require proven subspecialty experience. Figure 6 depicts the proposed human resources training officer career path.

Proposed Human Resources Training Officer (TO) Career Path

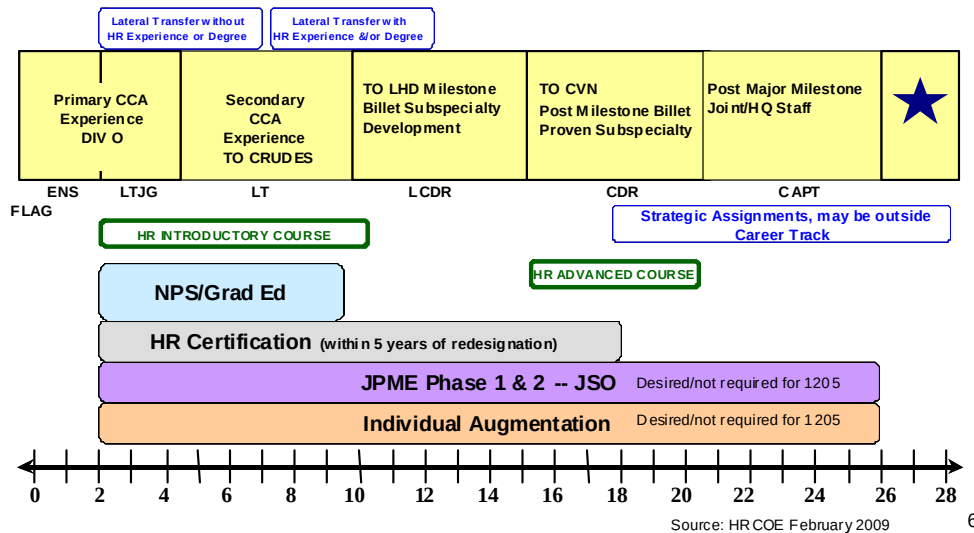


Figure 6. HR TO Career Path-Proposed model for this research (After: HRCOE February, 2009)

An NOBC identifies officer billet requirements, professional education and career experience received through billet experience exclusively. SSP codes are related to experience and formal education, and should be attained by choosing increasingly more challenging billets to become proven sub-specialists. AQD's denote special skills and qualifications that officers possess, with an emphasis on becoming a SME to be a primary consideration within a CCA. Graduate education is an important component to any career, civilian or military. Ideally, officers should obtain a Master's degree relevant to HR or, at a minimum, choose a course of study that is relevant for use within the Navy. Future TO's should strive to attain a manpower related degree.

Informal training is often characterized as OJT, which operates by three basic principles, assessment, training and evaluation. KSA's are also evaluated during these three phases, and thus, allowing the mentor to tailor a training program that is appropriate for both the student learner and mentor. NETC offers professional training and education to sailors, and focuses on maintaining peak levels of readiness through comprehensive

training programs. The ADDIE model is a generic systematic instructional design model consisting of five phases, designed to compliment each other, building upon the previous in the sequence. Essentially, ADDIE is a simple improvement process using existing employee KSA's. ADDIE identifies shortfalls in an organization and enables solutions through collaborative efforts.

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IV. SUMMARY/CONCLUSIONS/RECOMMENDATIONS

A. SUMMARY

This research examined the types of formal and informal training beneficial for to120X officers who assume the Training Officer (TO) billets afloat. It also analyzed the programs that identify and record an officer's previous education or experience prior to screening for the TO billet on Carrier Fixed-Wing Nuclear (CVN's). The Human Resource (HR) community utilizes the following identifiers to denote education and experience: Subspecialty (SSP), Additional Qualification Designators (AQD), and Naval Officer Billet Classification (NOBC) codes. These identifiers denote Knowledge, Skills and Abilities (KSA's), an officer possesses, based on education or experience, which enables community managers to assemble a competency based workforce. From these educational and training experiences, community managers select officers for milestone screening. Milestone screened officers are considered Subject Matter Experts (SME's), with potential for future success, who fill specific billets such as the TO billet on CVN's. Correspondence between TO's suggests greater emphasis on specific training needs to be placed in the early planning phases of career development.

An analysis of informal training such as On-the-Job Training (OJT) showed that it can augment formal training programs, in order to enhance an officers experience level. for increased returns. There are four Core Competency Areas (CCA's) within the HR community: Total Force Human Resource Requirements (TFHR-RQT), Total Force Human Resource Development (TFHR-DEV), Total Force Human Resource Management (TFHR-MGT), and Total Force Human Resource Recruiting (TFHR-REC). HR officers are encouraged to develop one primary CCA as Subject Matter Experts (SME) based on their level of KSA's, and then develop a second CCA to compliment the primary CCA. This approach allows officers to attain both 'breadth' and 'depth' as they become Manpower, Personnel, Training and Education (MPT&E) SMEs within the HR community.

Correspondence between CVN TO's and CNAF personnel revealed inconsistencies exist between TO billet descriptions and formal training programs. Any organization may experience poor returns and increased fiscal expenditures, due to the misalignment of training resources. The Navy offers numerous formal training programs that would be appropriate for HR officers, both ashore and afloat. TO specific training early in an Hr officer's career provides the necessary experiences in support of CVN TO billets. This prefatory experience enhances their MPT&E depth in the TFHR –DEV CCA, and is valuable to the HR community. The HR community has many clear goals and appropriate training programs; however, these training programs are not designed with the afloat TO career path in mind. A specific career path for 120X officers must be realized and initiated early in an officer's career, or shortly after the lateral transfer process. Developing and implementing a standardized training program for TO billets will provide long-term positive effects for both the HR community and operational stakeholders.

B. CONCLUSIONS AND RECOMMENDATIONS

1. What Professional Education and Training Prepares 120X Officers for the TO Billet Afloat?

a. Conclusion

The Navy should place greater emphasis on identifying which training programs are most beneficial for TO billets afloat. Current formal training programs and professional development provides a good base to build a TO career path, but it needs to be refined further. Naval Education and Training Command schools primary focus remains on training enlisted personnel. However, critical skills learned here, such as, budget and Temporary Additional Duty Travel Target (TADTAR) programs would significantly enhance a TO's operational experience. Correspondence via e-mail with CVN TO's identified that both budget and TADTAR training programs would provide added value, and experience in these areas would have better prepared HR officers prior to assuming TO billets. This mismatch between experience and duties expected to

perform between commands, along with the absence of a standardized training program, suggests that resources could be more accurately utilized. CNAF initiatives have recommended standardizing the training process for CVN TO's, which is supported by this research.

b. Recommendation

Coordination between the HR community and operational stakeholders is necessary to develop a standardized training program for all TO afloat billets. Identifying the need for improvement, and implementation from the top down, through these stakeholders is the first step in standardizing the process. The implementation of a TO training pipeline is key for maximum returns, while reducing fiscal training costs associated with the misalignment of resources. Conduct a needs assessment using the ADDIE model at the TO level on all afloat TO billets to identify deficiencies within the scope of assigned duties. Use the CNAF proposed training pipeline to prepare prospective training officers for afloat billets.

2. What are the Benefits and Impact of the Lateral Transfer Process on the HR Community?

a. Conclusion

Officers that enter the HR community through the lateral transfer process from another community possess knowledge that is valuable and appropriate for the human capital enterprise. Former Surface Warfare Officers (SWO) bring a unique and robust set of KSA's, mostly due to extended operational tours acting as the TO on CRUDES platforms. Their professional accomplishments and experience in both management and training makes them ideal candidates to become 120X officers.

b. Recommendation

Selecting qualified lateral transfers from the SWO community would provide the HR community with increased levels of operational readiness on afloat commands, while strengthening the HR community. Identify appropriate levels of lateral

transfers and new accessions to balance the HR communities' competency based workforce. Provide necessary training to satisfy MPT&E requirements when assigning HR officers to challenging or special billets.

3. What is the Benefit to the HR Community by Allowing 120X Officers to Assume TO Billets on CRUDES and LHD Platforms?

a. Conclusion

CRUDES platforms provide an environment that is less stressful and demanding from a training perspective, as compared to the CVN TO billet. HR officers assigned to TO billets on CRUDES, and LHD platforms gain significant operational experience. Operational experience gained on smaller platforms, such as CRUDES, is an appropriate level of responsibility commensurate with an HR officer's career and paygrade. Research findings indicate that some HR officers that assume TO billets on CVN's experience steep learning curves associated with the mismatch of expected duties with their current level of acquired competencies. 120X officers with no previous operational afloat experience need to acquire some afloat experience early in their careers, or as new HR accessions, to adequately prepare them for subsequent assignments as CVN training officers.

b. Recommendation

Expand current TFHR-DEV CCA billet list to include TO billets on CRUDES and LHD platforms. HR community managers should collaborate with operational stakeholders to augment TO billets with 120X officers. By doing so, HR and surface communities will realize the benefits of building experience in their career path relevant to their areas of expertise. HR community managers should identify the benefits of creating SME's within both communities. Implement 120X TO billets on CRUDES and LHD platforms specific to newly assessed HR officers.

C. FURTHER RESEARCH

Conduct more research on expanding the current HR billet to include additional operational tours for 120X officers. Operational experience provides insight into shipboard operations. The following areas are recommended for research.

- Evaluate the benefits and drawbacks of increasing the rank of TO's from LCDR to CDR on CVN's
- Determine viability of creating a 120X TO billet on all surface platforms Navy wide
- Examine the need to create an assistant TO billet on CVN's at the LCDR level

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APPENDIX A. HR DISCREET DESIGNATOR CCA'S

RANK	BILLET TITLE	Subspec(1)	Primary CCA	Second CCA	Milestone
LTJG	NUC PWR RSCHPJ/ASST NUC PWR ENG		TBD	TBD	
LT	ADMIN/AOIC		MANAGEMENT		
LT	OIC SHR ACT		MANAGEMENT		
LT	OIC SHR ACT		MANAGEMENT		
LT	OIC SHR ACT		MANAGEMENT		
LT	OIC SHR ACT		MANAGEMENT		
LT	OIC SHR ACT T		MANAGEMENT		
LT	ADMIN/MILITARY SUPPORT DPT HEAD		MANAGEMENT		
LT	ADMIN/AOIC		MANAGEMENT		
LT	SO LOG SCRIPTER 00067710		DEVELOPMENT		
LT	ADMIN ASST/SPECIAL PROJECTS		MANAGEMENT		
LT	OPS OFF		RECRUITING		
LT	INDUC&ENL/OPS OFF		RECRUITING		
LT	OPS OFF 002/01		RECRUITING		
LT	INDUC&ENL/OPS OFF		RECRUITING		
LT	ASST OPS OFF		RECRUITING		
LT	OPS OFF 002/01		RECRUITING		
LT	OPS OFF 002/01		RECRUITING		
LT	ADMIN/OPS OFF 002/01		RECRUITING		
LT	OPS OFF 002/01		RECRUITING		
LT	OPS OFF 002/01		RECRUITING		
LT	OPS OFF		RECRUITING		
LT	OPS OFF 002/01		TBD	TBD	
LT	INDUC&ENL/OPS OFF 002/02		RECRUITING		
LT	ADMIN/OPS OFF		RECRUITING		
LT	L/M TRA PGM/INST NAVLEAD		DEVELOPMENT		
LT	INDOC TRA/DIR RECRUIT AFFAIRS	3150S	DEVELOPMENT		
LT	TRAINING/QA		DEVELOPMENT		
LT	INDOC TRA/ MGMT SVCS ASST DEPT HD		DEVELOPMENT		
LT	STF ADMIN/MANPOWER TRAINING		MANAGEMENT		
LT	PRCM&RECRUIT / DIVERSITY PROG RECRUITER		RECRUITING		
LT	PERS RSCH/COMP DEV ADDU TO 11250/45997	4600P	TBD	TBD	
LT	PERS RSCH/COMP DEV ADDU TO 11260/45997	4600P	TBD	TBD	
LT	PERS RSCH/COMP DEV ADDU TO 11265/45997	3150S	TBD	TBD	
LT	ADMIN/MILITARY AFFAIRS OFFICER		MANAGEMENT		
LT	PERS PLN/NAVY ERP OPERATIONS OFFICER	6201S	TBD	TBD	
LT	AIDE/ COMMAND PROTOCOL		MANAGEMENT		
LT	PERSONNEL PLANNER /00040358		MANAGEMENT		
LT	INST ACAD		DEVELOPMENT		

RANK	BILLET TITLE	Subspec(1)	Primary CCA	Second CCA	Milestone
LT	INST ACAD	3150S	DEVELOPMENT		
LT	ED TRA PLN GEN/ TRAINING OFFICER		DEVELOPMENT		
LT	SCH ADMIN/LDRSHP & LAW RESEARCH ASSIST		DEVELOPMENT		
LT	OPS ENGR EU32/020		REQUIREMENTS		
LT	TRAINING/STF & STU PROCESSING DIV OFF		DEVELOPMENT		
LT	STF ADMIN/DNS32 ASST MCP/CFL		MANAGEMENT		
LT	PRCM&RECRUIT / OFFICER PROGS DEPT HD		RECRUITING		
LT	PRCM&RECRUIT / OFFICER PROGS DEPT HD		RECRUITING		
LT	PERS/MPWR MGT		MANAGEMENT		
LT	PRCM&RECRUIT/OFFICER PROGRAMS OFFICER		RECRUITING		
LT	PRCM&RECRUIT/OFFICER PROGRAMS OFFICER		RECRUITING		
LT	PRCM&RECRUIT / OFFICER PROGS DEPT HD		RECRUITING		
LT	PRCM&RECRUIT / OFFICER PROGS DEPT HD		RECRUITING		
LT	PRCM&RECRUIT / OFFICER PROGS DEPT HD		RECRUITING		
LT	PRCM&RECRUIT/OFFICER PROGRAMS OFFICER		RECRUITING		
LT	PRCM&RECRUIT/OFFICER PROGRAMS OFFICER		RECRUITING		
LT	PRCM&RECRUIT / OFFICER PROGS DEPT HD		RECRUITING		
LT	PRCM&RECRUIT / OFFICER PROGS DEPT HD		RECRUITING		
LT	PRCM&RECRUIT/OFFICER PROGRAMS OFFICER		RECRUITING		
LT	PRCM&RECRUIT/OFFICER PROGRAMS OFFICER		RECRUITING		
LT	PRCM&RECRUIT / OFFICER PROGS DEPT HD		RECRUITING		
LT	PRCM&RECRUIT / OFFICER PROGS DEPT HD		RECRUITING		
LT	PRCM&RECRUIT/OFFICER PROGRAMS OFFICER		RECRUITING		
LT	PRCM&RECRUIT/OFFICER PROGRAMS OFFICER		RECRUITING		
LT	PRCM&RECRUIT / OFFICER PROGS DEPT HD		RECRUITING		
LT	PRCM&RECRUIT / OFFICER PROGS DEPT HD		RECRUITING		
LT	PRCM&RECRUIT/OFFICER PROGRAMS OFFICER		RECRUITING		
LT	PRCM&RECRUIT/OFFICER PROGRAMS OFFICER		RECRUITING		
LT	PRCM&RECRUIT / OFFICER PROGS DEPT HD		RECRUITING		
LT	PRCM&RECRUIT / OFFICER PROGS DEPT HD		RECRUITING		
LT	PRCM&RECRUIT/OFFICER PROGRAMS OFFICER		RECRUITING		
LT	PRCM&RECRUIT/OFFICER PROGRAMS OFFICER		RECRUITING		
LT	PRCM&RECRUIT / OFFICER RECRUITER		RECRUITING		
LT	PRCM&RECRUIT/OFFICER RECRUITER		RECRUITING		
LT	PRCM&RECRUIT/OFFICER RECRUITER		RECRUITING		
LT	PRCM&RECRUIT/OFFICER RECRUITER		RECRUITING		
LT	PRCM&RECRUIT/OFFICER RECRUITER		RECRUITING		
LT	PRCM&RECRUIT/OFFICER RECRUITER		RECRUITING		
LT	PRCM&RECRUIT/OFFICER RECRUITER		RECRUITING		
LT	PRCM&RECRUIT/OFFICER RECRUITER		RECRUITING		
LT	PERS/MPWR MGT		MANAGEMENT		
LT	ADMIN		MANAGEMENT		
LT	MPWR PLN/SHORE MANPOWER ANALYST	3130R	REQUIREMENTS		
LT	PRCM&RECRUIT / OFFICER RECRUITER		RECRUITING		
LT	EXEC ASST/ADMIN OFF		MANAGEMENT		

RANK	BILLET TITLE	Subspec(1)	Primary CCA	Second CCA	Milestone
LT	MPWP PLN/MILITARY MPWR PLANS		DEVELOPMENT		
LT	MPWR PLN/M&P ANALYST/ADDU TO 10225/45997	3130P	REQUIREMENTS		
LT	PERS PLN/ASST ENL STRENGTH PLNS	3130P	REQUIREMENTS		
LT	PERS/MPWR MGT/ADDU TO 12005/57045		MANAGEMENT		
LT	MPWR PLN/ENLISTED MPWR ANALYST	3130S	REQUIREMENTS	MANAGEMENT	MILESTONE
LT	PERS/MPWR MGT/ADMIN	3130P	MANAGEMENT		
LT	ED TRA PLN GEN/ UNIT OPS (OD5)		DEVELOPMENT		
LT	TPU/DEPT HD		MANAGEMENT		
LT	PERS PLN/JNT ACTYS LIAIS/JTF 519		MANAGEMENT		
LT	PERS PLN/ASST PAY & ALLOWANCES	3130S	MANAGEMENT		
LT	DIVERSITY STRAT PLAN	3130S	TBD	TBD	
LT	ED TRA PLN GEN/DIV OFF		DEVELOPMENT		
LT	ADMIN OFFICER/RESERVE COORD		MANAGEMENT		
LT	PERS/MPWR MGT		MANAGEMENT		
LT	PERS/MPWR MGT	4600P	MANAGEMENT		
LT	PERS/MPWR MGT	4600P	MANAGEMENT		
LT	PERS/MPWR MGT		MANAGEMENT		
LT	PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER		RECRUITING		
LT	PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER		RECRUITING		
LT	PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER		RECRUITING		
LT	PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER		RECRUITING		
LT	PRCM&RECRUIT / ENLISTED PROGS DEPT HD		RECRUITING		
LT	PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER		RECRUITING		
LT	PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER		RECRUITING		
LT	PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER		RECRUITING		
LT	PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER		RECRUITING		
LT	PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER		RECRUITING		
LT	PRCM&RECRUIT / ENLISTED PROGS DEPT HD		RECRUITING		
LT	PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER		RECRUITING		
LT	PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER		RECRUITING		
LT	PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER		RECRUITING		
LT	PRCM&RECRUIT / ENLISTED PROGRAMS OFFICER		RECRUITING		
LT	PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER		RECRUITING		
LT	PRCM&RECRUIT / ENLISTED PROGS DEPT HD		RECRUITING		
LT	PRCM&RECRUIT/ENLISTED PROGRAMS OFFICER		RECRUITING		
LT	TRAINING/ OPERATIONS ANALYSIS (N513)	3210S	DEVELOPMENT	REQUIREMENTS	
LT	PERS PLN/ASST HD QUOTA MGMT/OPS BR	3130P	REQUIREMENTS		
LT	INST SOC SCI/INSTR HISTORY	4302P	DEVELOPMENT		
LT	PERS RSCH/DASHBOARD MANAGER		REQUIREMENTS		
LT	PERS/MPWR MGT		MANAGEMENT		
LT	BUDGET/TEMADD PROJ MANAGER		REQUIREMENTS		
LT	OPS ANAL/N401K STRAT PLANS & LOG TRANS		REQUIREMENTS		

RANK	BILLET TITLE	Subspec(1)	Primary CCA	Second CCA	Milestone
LT	MANPOWER REQ REVIEW OFFICER	3130P	REQUIREMENTS		MILESTONE
LT	PERS DIST OFF/VQ ASSIGNMENT		MANAGEMENT		
LT	PERS DIST OFF/SHORE AND HR PLACEMENT		MANAGEMENT		
LT	PERS DIST OFF/SERVICE COLLEGE		DEVELOPMENT		
LT	TRAINING OFFICER		DEVELOPMENT		
LT	PERS PLN / ENL INCENTIVES	3211P	RECRUITING		
LT	L/M TRA PGM/INST LDRSH/237A	3150P	DEVELOPMENT		
LT	OIC SHR ACT		MANAGEMENT		
LT	OIC SHR ACT		MANAGEMENT		
LT	OIC SHR ACT		MANAGEMENT		
LT	CMPU SYS ANAL	6201S	REQUIREMENTS		
LT	INDOC TRA - DIV OFF - SHIP'S CO		DEVELOPMENT		
LT	OIC SHR ACT		MANAGEMENT		
LT	ADMIN/ENLISTED PERSONNEL OFFICER		MANAGEMENT		
LT	OIC SHR ACT		MANAGEMENT		
LT	INST GEN/INST CME0 03FL 03FM	3150S	TBD	TBD	
LT	HEAD, ANALYSIS / STATISTICAL BRANCH		REQUIREMENTS	RECRUITING	
LT	TRAINING / DIR ENRO DEPT		RECRUITING	DEVELOPMENT	
LT	INST GEN / OPO - OFF RECR TRAINING		RECRUITING	DEVELOPMENT	
LT	INDOC TRA/ DIV OFF/ SHIP'S CO	3150S	DEVELOPMENT		
LT	HRM	3130P	MANAGEMENT		
LT	PERS PERFGEN/ACTION OFFICER		MANAGEMENT		
LT	PERS PERF OFF/ACTION OFFICER		MANAGEMENT		
LT	PERS PEF OFF/ACTION OFFICER		MANAGEMENT		
LT	PERS PERF OFF/SPEC ASST FOR SELECT BD		MANAGEMENT		
LT	INDOC TRA/ WATER SAFETY/ DIV OFF	3150S	DEVELOPMENT		
LT	OIC SHR ACT		MANAGEMENT		
LT	PERS PLN/ RESPERS COORD		MANAGEMENT		
LT	ED TRA PLN GEN/NPSAC OIC		DEVELOPMENT		
LT	PERS PLN/STRGTH PLNG/COMM MGMT	3130S	REQUIREMENTS		
LT	MGT INFO SYS/N6	6201S	REQUIREMENTS		
LCDR	PERS PLN/STRATEGIC ROADMAPS		REQUIREMENTS		
LCDR	OIC SHR ACT		MANAGEMENT		
LCDR	PERS/MPWR MGT		MANAGEMENT		MILESTONE
LCDR	XO SHR ACT		MANAGEMENT		MILESTONE
LCDR	OIC SHR ACT	3150S	DEVELOPMENT	MANAGEMENT	
LCDR	XO SHR ACT		DEVELOPMENT	MANAGEMENT	MILESTONE
LCDR	OIC SHR ACT		MANAGEMENT		
LCDR	CO/COMMANDER		RECRUITING		
LCDR	CO		RECRUITING		
LCDR	COMMANDER 1323634		RECRUITING		
LCDR	COMMANDER		RECRUITING		

RANK	BILLET TITLE	Subspec(1)	Primary CCA	Second CCA	Milestone
LCDR	OIC SHR ACT		MANAGEMENT		
LCDR	OIC SHR ACT		MANAGEMENT		
LCDR	CO		RECRUITING		
LCDR	CO		RECRUITING		
LCDR	COMMANDER/CO		RECRUITING		
LCDR	CO		RECRUITING		
LCDR	CO		RECRUITING		
LCDR	CO		RECRUITING		
LCDR	CO		RECRUITING		
LCDR	ED TRA PLN GEN/AOIC	3150S	DEVELOPMENT		
LCDR	SUPPORT OT 00067712		DEVELOPMENT		MILESTONE
LCDR	AFLOAT TRNG ADDU TO 00150/3713A		DEVELOPMENT	MANAGEMENT	MILESTONE
LCDR	CO 001/01		RECRUITING		
LCDR	CO		RECRUITING		
LCDR	L/M TRA PGM/ INST NAVLEAD (SC711)		DEVELOPMENT		
LCDR	COMMANDER		RECRUITING		
LCDR	OPS OFF 002/01		RECRUITING		MILESTONE
LCDR	EXECUTIVE ASSISTANT		MANAGEMENT		
LCDR	PRCM&RECRUIT / REG WEST DIVERSITY PROGS		RECRUITING		
LCDR	ADMIN OFF CN/025	3111S	REQUIREMENTS	MANAGEMENT	
LCDR	CHIEF, NAV/MC PERS BRANCH 00007067	6201S	MANAGEMENT		MILESTONE
LCDR	TRAINING OFFICER 00009386		DEVELOPMENT		MILESTONE
LCDR	STF PERS/PASS MGMT BR HD		MANAGEMENT		
LCDR	PERSONNEL PLANS OFFICER 00066486		MANAGEMENT		MILESTONE
LCDR	AFLOAT TRNG		DEVELOPMENT	MANAGEMENT	MILESTONE
LCDR	TRAINING		DEVELOPMENT	MANAGEMENT	MILESTONE
LCDR	AFLOAT TRNG		DEVELOPMENT	MANAGEMENT	MILESTONE
LCDR	AFLOAT TRNG		DEVELOPMENT	MANAGEMENT	MILESTONE
LCDR	AFLOAT TRNG		DEVELOPMENT	MANAGEMENT	MILESTONE
LCDR	AFLOAT TRNG		DEVELOPMENT	MANAGEMENT	MILESTONE
LCDR	AFLOAT TRNG		DEVELOPMENT	MANAGEMENT	MILESTONE
LCDR	AFLOAT TRNG		DEVELOPMENT	MANAGEMENT	MILESTONE
LCDR	AFLOAT TRAINING		DEVELOPMENT	MANAGEMENT	MILESTONE
LCDR	AFLOAT TRNG		DEVELOPMENT	MANAGEMENT	MILESTONE
LCDR	XO SHR ACT	3150S	DEVELOPMENT	MANAGEMENT	MILESTONE
LCDR	JNT RESERVE INTEL MANAGER Y04037		TBD	TBD	
LCDR	PERS RSCH/COMP DEV ADDU TO 11255/45997	4600P	TBD	TBD	
LCDR	SCH ADMIN/DIR TRAINING		DEVELOPMENT		
LCDR	JNT RESERVE INTEL MANAGER Y04038		TBD	TBD	
LCDR	JNT RESERVE INTEL MANAGER Y04039		TBD	TBD	
LCDR	JNT RESERVE INTEL MANAGER Y04040		TBD	TBD	
LCDR	PERS/MPWR MGMT/ASST DIRADMIN	3130S	MANAGEMENT		
LCDR	MPWR PLN/MANPOWER PLANNING OFF	4600P	REQUIREMENTS		

RANK	BILLET TITLE	Subspec(1)	Primary CCA	Second CCA	Milestone
LCDR	PER/MPWR MGMT ASST	3130P	MANAGEMENT		
LCDR	MOB&SEL/RESERVE LIAISON OFFICER		MANAGEMENT		MILESTONE
LCDR	NAVY MANPOWER ANALYST/MARFORRES		REQUIREMENTS		
LCDR	SSG ASSOCIATE FELLOWS		TBD	TBD	
LCDR	SSG ASSOCIATE FELLOWS		TBD	TBD	
LCDR	STF ADMIN/N1Z STRAT PLAN FM 02220/45997		MANAGEMENT		MILESTONE
LCDR	PERSONNEL SERVICES OFFICER 00078941		TBD	TBD	
LCDR	PERS/MPWR MGT/HUMAN RES		MANAGEMENT		MILESTONE
LCDR	ADMIN		MANAGEMENT		
LCDR	PERS/MPWR MGT/DEPT HD	3130P	MANAGEMENT		
LCDR	STF OPS & PLN/RFF AO		MANAGEMENT		
LCDR	PERSONNEL PROGRAMS MANAGER 00040011		MANAGEMENT		MILESTONE
LCDR	NATO NAVY STRENGTH OIC 00010237		MANAGEMENT		MILESTONE
LCDR	INST ACAD	3150S	DEVELOPMENT		
LCDR	TRAINING		DEVELOPMENT	MANAGEMENT	MILESTONE
LCDR	CMPU SYS ANAL/REQ INTEGRATION LEAD		REQUIREMENTS	MANAGEMENT	
LCDR	MGMT INFO SYS/FUNC AREA MGMT		REQUIREMENTS		
LCDR	TRAINING/SYS DIR		DEVELOPMENT		
LCDR	MGMT INFO SYS/DEP DIR, NAVY DIMHRS FTO	6201P	TBD	TBD	
LCDR	FAM SVC CENDIR		MANAGEMENT		
LCDR	OIC SHR ACT/NMPS		MANAGEMENT		
LCDR	MPWR PLN/PERS/MPWR MGT/RESERVE PROGRAMS		REQUIREMENTS		
LCDR	PERS/MWPR MGT		MANAGEMENT		
LCDR	PERS/MPWR MGT		MANAGEMENT		
LCDR	PERS/MPWR MGT/AVIATOR		MANAGEMENT		
LCDR	MPWR PLN/DEPARTMENT HD	3130P	REQUIREMENTS		MILESTONE
LCDR	HMR/ADMIN DEPT HD	6201S	MANAGEMENT		
LCDR	ADMIN/PERSONNEL DIR		MANAGEMENT		
LCDR	PERS/MPWR MGT		MANAGEMENT		
LCDR	PERS/MPWR MGT/ACOS		RECRUITING		
LCDR	PRCM&RECRUIT / REG WEST OPO PRODUCTION		RECRUITING		MILESTONE
LCDR	PRCM&RECRUIT/REG EAST OPO PRODUCTION		RECRUITING		MILESTONE
LCDR	PRCM&RECRUIT / OFFICER PROGS DEPT HD		RECRUITING		
LCDR	PRCM&RECRUIT / OFFICER PROGS DEPT HD		RECRUITING		
LCDR	PRCM&RECRUIT / OFFICER PROGS DEPT HD		RECRUITING		
LCDR	XO SHR ACT/TPU		MANAGEMENT		MILESTONE
LCDR	MPWR PLAN/TFMO		TBD	TBD	
LCDR	PERS/MPWR MGT		TBD	TBD	
LCDR	PERS/MPWR MGMT/ AVIATOR		MANAGEMENT		
LCDR	SCH ADMIN/ASSOC DIR ACAD CTR	3150P	DEVELOPMENT		
LCDR	BUDGET/RPN COORDINATOR		REQUIREMENTS	MANAGEMENT	MILESTONE
LCDR	MPWR PLN/OPS ANALYST	3211P	REQUIREMENTS		

RANK	BILLET TITLE	Subspec(1)	Primary CCA	Second CCA	Milestone
LCDR	MPWR PLN/M&P ANAL/ADDU TO 10215/45997	3211Q	REQUIREMENTS		MILESTONE
LCDR	BUDGET/M&P ANALYST/ADDU TO 10220/45997	3211P	REQUIREMENTS		MILESTONE
LCDR	OIC SHR ACT/N112 NMPS PT HUENEME		MANAGEMENT		
LCDR	PERS RSCH/N100, PROGRAM ANALYST	4600P	TBD	TBD	
LCDR	MPWR PLN/ATFP RO/ADDU TO 12325/45997		TBD	TBD	
LCDR	MPWR PLN/N122BF RES/ADDU TO 12226/45997	3130S	REQUIREMENTS		MILESTONE
LCDR	LEGISLAT CNSL/INTRAGOV'T INQ (INT'L LAW)		MANAGEMENT		MILESTONE
LCDR	PERS PLN/HD STRN PLN TO 10955/45997	3130P	REQUIREMENTS	MANAGEMENT	MILESTONE
LCDR	PERS PLN/ASST OFF STRENGTH PLANS	3130P	REQUIREMENTS		
LCDR	PERS/MPWR MGT OFF		TBD	TBD	MILESTONE
LCDR	MILMPWR RQMCTL/SMRD CIVSUB FY13		TBD	TBD	
LCDR	OIC SHR ACT	4600P	MANAGEMENT		
LCDR	PERS/MPWR OFF/PAY AND SYSTEMS		TBD	TBD	
LCDR	STFPERS / DIR MILITARY HR DIV	3130S	RECRUITING		
LCDR	STF PLN/GLOBAL FORCE ACTION OFF (N11)		TBD	TBD	
LCDR	PERS/MPWR MGT - OFF HR BRANCH HD		RECRUITING		
LCDR	JT MANPOWER ANALYST 00000412		REQUIREMENTS		
LCDR	MPWR & PERS OPS ADVISOR 00005834		MANAGEMENT		MILESTONE
LCDR	CH SR OFFICER MATTERS 00006014		REQUIREMENTS	MANAGEMENT	
LCDR	PERSONNEL RESEARCH OFFICER (PERS RSCH)	4600P	TBD	TBD	
LCDR	PERS/MPWR MGT OFF/ SELRES ASSIGNMENTS		TBD	TBD	
LCDR	MPWR PLN/EXPEDITIONARY RESERVE		TBD	TBD	
LCDR	PERS PLANS OFFICER 00011098		MANAGEMENT		MILESTONE
LCDR	MPWR PLN/INSTALLATIONS RO	3130S	REQUIREMENTS		
LCDR	MPWR PLN/INDIVIDUALS ACCT RO	3130S	REQUIREMENTS		
LCDR	MPWR PLN/OFFICER MPWR ANALYST	3130S	REQUIREMENTS		
LCDR	MPWR PLN/JOINT MPWR RES JTD	3130S	REQUIREMENTS	MANAGEMENT	MILESTONE
LCDR	PERS P&P/ADVANCED EDUCATION SPEC	3211P	DEVELOPMENT		MILESTONE
LCDR	MGT ANAL CTL/ADMIN DEPT HEAD	3130R	REQUIREMENTS	MANAGEMENT	
LCDR	PRCM&RECRUIT / REGION WEST MEDICAL PROGS		RECRUITING		
LCDR	MPWR PLN/RESERVE MANPOWER	3210S	REQUIREMENTS	MANAGEMENT	
LCDR	OPRCM&RECRUIT/ REG EAST MEDICAL PROGS		RECRUITING		
LCDR	MPWR PLN/N13 DEPUTY/READINESS PM		REQUIREMENTS	MANAGEMENT	
LCDR	PERS DIST GEN	3130S	MANAGEMENT		MILESTONE
LCDR	PERS PLN/HD BONUS PROGRAMS SEC	3130P	MANAGEMENT		MILESTONE
LCDR	PERS PLN/HD, OFF ACCESSION PLANS SEC	3130P	REQUIREMENTS	RECRUITING	MILESTONE
LCDR	PERS PLN/ASST OFF ACCESSION PLNS SEC		REQUIREMENTS	RECRUITING	
LCDR	PERS PLN/HD OFF STRENGTH PLANS SEC	3211P	REQUIREMENTS	MANAGEMENT	MILESTONE
LCDR	PLANS & POLICY LEAD	4600P	TBD	TBD	
LCDR	HUMAN RESOURCE MGMT/RESERVE COORD		MANAGEMENT		
LCDR	CDR/CO SHR ACT		MANAGEMENT		MILESTONE
LCDR	PERS/MPWR MGT/N11		MANAGEMENT		

RANK	BILLET TITLE	Subspec(1)	Primary CCA	Second CCA	Milestone
LCDR	MPWR PLN/IA ACTION OFFICER (N1P1)		REQUIREMENTS		MILESTONE
LCDR	PRCM&RECRUIT / ENLISTED PROGS DEPT HD		RECRUITING		
LCDR	PRCM&RECRUIT / ENL PROGS DIV OFF		RECRUITING		MILESTONE
LCDR	PRCM&RECRUIT / ENLISTED PROGS DIV OFF		RECRUITING		MILESTONE
LCDR	ADMIN/DEPT HEAD		MANAGEMENT		
LCDR	PRCM&RECRUIT / ENLISTED PROGS DEPT HD		RECRUITING		
LCDR	PRCM&RECRUIT / ENLISTED PROGS DEPT HD		RECRUITING		
LCDR	PRCM&RECRUIT / ENLISTED PROGS DEPT HEAD		RECRUITING		
LCDR	MANPOWER ANALYST(MAA)	3130P	REQUIREMENTS		MILESTONE
LCDR	ADMIN OFFICER		MANAGEMENT		
LCDR	OIC SHR ACT		MANAGEMENT		
LCDR	PERSONNEL PLANS OFFICER 00040103		MANAGEMENT		MILESTONE
LCDR	PERS/PLN		MANAGEMENT		
LCDR	INDOC TRA/ STUDENT CONTROL DEPT HEAD		DEVELOPMENT	MANAGEMENT	
LCDR	PERS PLN/SEA WARRIOR OPERATIONS OFFICER		REQUIREMENTS		
LCDR	CHIEF 00010102	6201S	REQUIREMENTS	MANAGEMENT	
LCDR	PRCM&RECRUIT / RESERVE LINE PROG MGR		RECRUITING		MILESTONE
LCDR	PRCM&RECRUIT / NAVET OFF PROG MANAGER		RECRUITING		
LCDR	PERS PLN/RC RL OCM/UNIT HEAD	3130S	REQUIREMENTS	MANAGEMENT	
LCDR	PRCM&RECRUIT / HD PRIDE MGMT BR		RECRUITING		
LCDR	PERS PLN/SELRES ENLISTED RATINGS ECM		REQUIREMENTS	MANAGEMENT	
LCDR	OIC SHR ACT / CARIT PAC		RECRUITING	MANAGEMENT	
LCDR	STF ADMIN/XO STF ENLISTED		MANAGEMENT		MILESTONE
LCDR	PERS RSCH/SR HPT	4600P	REQUIREMENTS		
LCDR	OIC SHR ACT / CARIT LANT		RECRUITING		
LCDR	INDOC TRA/ CHIEF OF STAFF		DEVELOPMENT	MANAGEMENT	
LCDR	MPWR PLN/MANPOWER ANALYST		REQUIREMENTS		
LCDR	MNPWR PLN/PRODUCTION OFFICER	3130R	REQUIREMENTS		
LCDR	PERS DIST OFF/1701 OCM		MANAGEMENT		MILESTONE
LCDR	PERS PLN/JOINT DUTY ALLOCATION		REQUIREMENTS		
LCDR	PERS PLN/SUBSPEC MGT BR HD	3130S	MANAGEMENT		
LCDR	PERS PLN/OPERATIONAL ANALYSIS OFFICER		REQUIREMENTS		
LCDR	PERS DIST OFF		MANAGEMENT		
LCDR	ADP SYS MNT/LAN MANAGER (N1)	6201P	REQUIREMENTS	MANAGEMENT	
LCDR	PERS RSCH/OPERATIONS ANALYSIS SPECIALIST	3211P	REQUIREMENTS		
LCDR	OIC SHR ACT		MANAGEMENT		
LCDR	OIC SHR ACT		MANAGEMENT		
LCDR	OIC SHR ACT		MANAGEMENT		
LCDR	ADP PLANS/ACOS		REQUIREMENTS	MANAGEMENT	
LCDR	ADP PLANS/ACOS		REQUIREMENTS	MANAGEMENT	
LCDR	ADP PLANS/ACOS		MANAGEMENT		
LCDR	ADP/PLANS AOS		REQUIREMENTS	MANAGEMENT	

RANK	BILLET TITLE	Subspec(1)	Primary CCA	Second CCA	Milestone
LCDR	ADP PLANS/ACOS		RECRUITING		
LCDR	MGT INFO SYS/CIO	6201S	REQUIREMENTS	MANAGEMENT	
LCDR	PERS P&P CHIEF/MILPERS ANALYST		REQUIREMENTS	MANAGEMENT	
LCDR	MGT INFO SYS/ INFO SYS CUST ADV	6201P	REQUIREMENTS		MILESTONE
LCDR	PERS/MPWR MGT/NC ECM		MANAGEMENT		
LCDR	COMM PLN&OPS		MANAGEMENT		
LCDR	PRCM&RECRUIT / DIR TRAINING DEPT		RECRUITING	DEVELOPMENT	
LCDR	PRCM&RECRUIT / DIR TRAINING DEPT		RECRUITING	DEVELOPMENT	
LCDR	PRCM&RECRUIT / INSPECTIONS OPSO		RECRUITING	DEVELOPMENT	
LCDR	NAVRES ANALYST	3111P	REQUIREMENTS		
LCDR	TRAINING / DEPUTY NORU		RECRUITING	MANAGEMENT	MILESTONE
LCDR	MGMT ANAL CTL/TRNG DATA&STAN ANAL	3210P	DEVELOPMENT		
LCDR	ED TRA PLN GEN / DIR NRLA		RECRUITING	DEVELOPMENT	MILESTONE
LCDR	MGMT ANAL CTL/TRAINING ANALYSIS		DEVELOPMENT		
LCDR	BUDGET/RATE ANALYSIS & FORECAST OFFICER	3111P	REQUIREMENTS		
LCDR	ADMIN/ADMIN DIV HEAD		MANAGEMENT		
LCDR	ADMIN		MANAGEMENT		
LCDR	PERS PLN / DIR FIELD SUPPORT DIV	3211P	RECRUITING		
LCDR	PRCM&RECRUIT / HEAD, ADVERTISING PLANS		RECRUITING		MILESTONE
LCDR	PERS PLAN/HEAD, IRR FORCE MGMT		MANAGEMENT		
LCDR	PERS/ MWPR MGT/ HD STRA PLANS/ N955C	3211P	TBD	TBD	MILESTONE
LCDR	PERS/MPWR MGT		TBD	TBD	
LCDR	PERS/MPWR MGT		MANAGEMENT		
CDR	PERS PLN/PMT PMO WASH DET BR HD		MANAGEMENT		
CDR	STF PERS/N1/TOTAL FORCE MANPOWER		MANAGEMENT	REQUIREMENTS	
CDR	CDR/ CO SHR ACT	3150R	DEVELOPMENT	MANAGEMENT	MILESTONE
CDR	CDR/CO SHR ACT		DEVELOPMENT	MANAGEMENT	MILESTONE
CDR	CDR/CO SHR ACT		RECRUITING		
CDR	CDR/CO SHR ACT		MANAGEMENT		MILESTONE
CDR	CO SHR ACT		MANAGEMENT		
CDR	CDR/CO SHR ACT		RECRUITING		
CDR	XO SHR ACT	3130P	REQUIREMENTS	MANAGEMENT	MILESTONE
CDR	COMMANDER/CO		RECRUITING	MANAGEMENT	MILESTONE
CDR	EXEC ASST/SPEC ASST TO ASST DCNO(M&P)	3211Q	MANAGEMENT		MILESTONE
CDR	XO SHR ACT	3150S	DEVELOPMENT	MANAGEMENT	MILESTONE
CDR	DLO OFFICER		MANAGEMENT		
CDR	COK		RECRUITING	MANAGEMENT	MILESTONE
CDR	XO SHR ACT	3150S	DEVELOPMENT	MANAGEMENT	MILESTONE
CDR	XO SHR ACT		MANAGEMENT		
CDR	XO SHR ACT	3150R	DEVELOPMENT	MANAGEMENT	MILESTONE
CDR	DEP CDR/XO		RECRUITING	MANAGEMENT	
CDR	CO		RECRUITING	MANAGEMENT	MILESTONE

RANK	BILLET TITLE	Subspec(1)	Primary CCA	Second CCA	Milestone
CDR	OIC SHR ACT		MANAGEMENT		
CDR	OIC SHR ACT		MANAGEMENT		
CDR	CHIEF OF STF/DEPUTY REGIONAL COMMANDER		RECRUITING	MANAGEMENT	MILESTONE
CDR	CHIEF OF STAFF/DEPUTY REGION CDR		RECRUITING	MANAGEMENT	MILESTONE
CDR	XO SHR ACT		MANAGEMENT		
CDR	PERS MNPWR MGMNT OFF/HCS/D7P	3130R	MANAGEMENT		MILESTONE
CDR	XO SHR ACT		MANAGEMENT		
CDR	PERSONNEL PLANS OFFICER 00006911		MANAGEMENT		
CDR	CH,NAV/MC RESERVE BR /00041200		MANAGEMENT		
CDR	OPERATIONS SUPPORT OFFICER	3130S	MANAGEMENT		
CDR	TOTAL FORCE STRENGTH MGR 00041700		TBD	TBD	
CDR	PRCM&RECRUIT/ DEP DIVERSITY PROGS		RECRUITING		
CDR	MPWR PLN		REQUIREMENTS		
CDR	SENIOR STRATEGIC REQUIREMENTS 00076222		TBD	TBD	
CDR	AFRICOM LNO 00008233		TBD	TBD	
CDR	DIRECTOR OF PERSONNEL MGT/00010727	3130Q	MANAGEMENT		MILESTONE
CDR	PERS/MPWR MGMT/DIR ADMIN	3130R	MANAGEMENT		
CDR	HEAD MANAGEMENT PROGRAMS DEPT (FSA-1)	3130R	REQUIREMENTS	MANAGEMENT	
CDR	FLAG SEC		MANAGEMENT		
CDR	MILITARY LEAD		TBD	TBD	
CDR	CRISIS & DELIB AUG MGR /00080610		TBD	TBD	
CDR	PERS PLN/N13 LIAIS/ADDU TO 13467/45997	3211P	RECRUITING		
CDR	FUTURE CAP BRANCH CHIEF 00040049		TBD	TBD	
CDR	PRCM&RECRUIT / OPNAV-095 LIAISON		RECRUITING		
CDR	SEC HD PROTOCOL OJSGDP0010 00046063		MANAGEMENT		MILESTONE
CDR	CHIEF STAFF OFFICER		DEVELOPMENT	MANAGEMENT	MILESTONE
CDR	CHIEF ENTERPRISE RQMTS BR /00000258		TBD	TBD	
CDR	MGMT INFO SYS/TASK FORCE DIMHRS LEAD		REQUIREMENTS	MANAGEMENT	
CDR	PRCM&RECRUIT/REG WEST OPS OFFICER		RECRUITING		
CDR	RCM&RECRUIT/REG EAST OPS OFFICER		RECRUITING		
CDR	ESO/VOLED SITE COORDINATOR		DEVELOPMENT		
CDR	STF ADMIN/ACOS MNPWR, PERS & ADMIN	3130R	MANAGEMENT		
CDR	PERS/MPWR MGT/ACOS		MANAGEMENT		
CDR	PERS/MPWR MGT/ACOS		MANAGEMENT		
CDR	PERS/P&P CHIEF/DCOS MANPOWER		REQUIREMENTS	MANAGEMENT	
CDR	PERS/MPWR MGT/ADDU TO 10005/57045	3130S	MANAGEMENT		MILESTONE
CDR	PERS/MPWR MGT/ ACOS		MANAGEMENT		
CDR	CDR/CO SHR ACT/TPU		MANAGEMENT		MILESTONE
CDR	PERS PLN/DEPUTY DIR PMO	3130P	REQUIREMENTS	MANAGEMENT	MILESTONE
CDR	STF PERS/N1/TOTAL FORCE MANPOWER OFFICER		MANAGEMENT	REQUIREMENTS	
CDR	TFM BRANCH HEAD	3150R	DEVELOPMENT		
CDR	ADV C&S INST/ MGMT PROF	3130Q	DEVELOPMENT	REQUIREMENTS	MILESTONE

RANK	BILLET TITLE	Subspec(1)	Primary CCA	Second CCA	Milestone
CDR	MPWR PLN/DIR OF SUPPORT OPS	3150S	REQUIREMENTS	MANAGEMENT	
CDR	BUDGET/HD MPT&E INTERNAL DOMAIN		REQUIREMENTS	MANAGEMENT	
CDR	PERS PLN/MPWR MGMT/DEPT HD	3210S	MANAGEMENT		MILESTONE
CDR	MPWR PLN/HEAD/ADDU TO 10210/45997	3211Q	REQUIREMENTS	MANAGEMENT	MILESTONE
CDR	ED TRA PLN GEN/DIRECTOR OF PROGRAMS	3211P	DEVELOPMENT		
CDR	MPWR PLN/MOB & SEL		MANAGEMENT		
CDR	MPWR PLN/ MANPOWER OFFICER	3130Q	TBD	TBD	
CDR	PERS PLN, MOB/RESERVE MPWR BRANCH /N112		MANAGEMENT		
CDR	CH, JT REQUIREMENTS BRANCH 00000418		REQUIREMENTS	MANAGEMENT	MILESTONE
CDR	OIC, NMPS NORFOLK		MANAGEMENT		MILESTONE
CDR	CHIEF JT MPWR REQ BRANCH /00000414		REQUIREMENTS	MANAGEMENT	MILESTONE
CDR	RESERVE FORCE ADVSR /00000435		TBD	TBD	
CDR	CH USN/USMC/USCG ELEM BR 00006019		MANAGEMENT		
CDR	ADMIN/DIRECTOR		MANAGEMENT		
CDR	DEPUTY MPWR PLN/PROGRAMS OFF/N12A	3130S	REQUIREMENTS	MANAGEMENT	
CDR	CH, NAVAL PERS/JT POLICY 00008876	3130R	MANAGEMENT		MILESTONE
CDR	ED TRA PLN GEN/PROF DEV (OD3)	3150R	DEVELOPMENT		
CDR	MPWR PLN/ECH 1 S&T AAUSN RO	3130P	REQUIREMENTS		
CDR	MPWR PLN/HEAD DEMAND PLN/SUP INTERFACE	3130R	REQUIREMENTS	MANAGEMENT	MILESTONE
CDR	MPWR PLN/ RES DEPUTY ADDU TO 10650/00011	3130P	REQUIREMENTS	MANAGEMENT	MILESTONE
CDR	MPWR PLN/N1J1 JOINT/ADDU TO 12607/45997	3130S	REQUIREMENTS		
CDR	MPWR PLN/JOINT PLANNER		REQUIREMENTS		
CDR	MPWR PLN/PME & JPME PRG ANALYST	3130S	REQUIREMENTS	DEVELOPMENT	
CDR	MPWR PLN/HD FUNCTIONAL ASSESSMENT SECT	3130Q	REQUIREMENTS	MANAGEMENT	
CDR	ED TRA PLN GEN/OFF ACCESSIONS ANAL	3211P	TBD	TBD	
CDR	PERS PLN/HD PAY & ALLOWANCES	3130P	MANAGEMENT		MILESTONE
CDR	PERS PLN/HD FORCE SHAPING PLN & POL	3130Q	REQUIREMENTS	MANAGEMENT	MILESTONE
CDR	PERS PLN/HD ENL STRENGTH PLNS SEC	3211Q	REQUIREMENTS	MANAGEMENT	MILESTONE
CDR	PERS DIST GEN/FORCE PERS		MANAGEMENT		
CDR	PERS P&P DIR/PERS DIST GEN/ FOR PERS OFF	3130Q	MANAGEMENT		
CDR	MPWR PLN, MGMT & PROGRAM ANL		REQUIREMENTS		
CDR	SCH ADMIN/DEPUTY DEAN OF STUDENTS		DEVELOPMENT	MANAGEMENT	
CDR	PERS/MPWR MGT	4600P	MANAGEMENT		
CDR	OIC SHR ACT/N112 NMPS SAN DIEGO		TBD	TBD	MILESTONE
CDR	STF LIAISON/MOB OFF/ASST OSO		MANAGEMENT		MILESTONE
CDR	PERS/MPWR MGT/ACOS		MANAGEMENT		
CDR	PERS/MPWR MGT/ACOS		MANAGEMENT		
CDR	OPS ANAL/READINESS	3130P	TBD	TBD	
CDR	ED TRA PLN GEN/ OPS OFFICER (N31)	3150S	DEVELOPMENT		
CDR	MPWR PLN/SPEC ASST/MPWR DEV/EEO	3130P	REQUIREMENTS		MILESTONE
CDR	MPWR PLN/SPECIAL ASST FOR MIL PERSONNEL	3130P	REQUIREMENTS	MANAGEMENT	
CDR	PERS P&P DIR/SPEC ASST FOR REQUIREMENTS		MANAGEMENT		

RANK	BILLET TITLE	Subspec(1)	Primary CCA	Second CCA	Milestone
CDR	PERS/MPWR MGT/PERS DIRECTOR		MANAGEMENT		
CDR	PERS RSCH/NAVY ADV CTR DEPT HEAD	3150P	REQUIREMENTS	DEVELOPMENT	MILESTONE
CDR	SCH ADMIN/OPERATIONS DEPT HEAD	3150S	DEVELOPMENT	MANAGEMENT	
CDR	L/M TRA PGM/ 5VM DIRECTOR	3150S	DEVELOPMENT		
CDR	PRCM&RECRUIT / OFF CANDIDATE SCH BR HD	3130R	RECRUITING		
CDR	MPWR PLN/N3AUG2 ACTION OFF AUG BRANCH		TBD	TBD	
CDR	MPWR PLN/N3AUG6 ACTION OFF AUGMENTATION		TBD	TBD	
CDR	PERS DIST OFF/RL SEC HD/HR OCM/UNIT HD		REQUIREMENTS	MANAGEMENT	
CDR	PRCM&RECRUIT/ DIR ENL ACCESSIONS DIV		RECRUITING		
CDR	BUDGET/OFFICE DIRECTOR		REQUIREMENTS	MANAGEMENT	MILESTONE
CDR	MPWR PLN/FTS RATINGS ECM		REQUIREMENTS	MANAGEMENT	
CDR	PRCM&RECRUIT / DIR, OPS POLICY/PROGS DIV		RECRUITING		MILESTONE
CDR	L/M TRA PGM/ INST CMD/ XO LS 724A (CL74)		DEVELOPMENT		MILESTONE
CDR	INDOC TRNG/ DIR OF TRNG	3150P	DEVELOPMENT	MANAGEMENT	
CDR	COMM PLN&OPS		MANAGEMENT		
CDR	MGR DPJ FE/PEO EIS OPS	3211Q	REQUIREMENTS		
CDR	PERS DIST ENL/BR HD/FTS ASGN		MANAGEMENT		
CDR	PERS DIST OFF/ASST DIR		MANAGEMENT		
CDR	PERS DIST OFF/HR DETAILER		MANAGEMENT		
CDR	PERS P&P DIR/ASST DIV DIR/DIST MGMT		REQUIREMENTS	MANAGEMENT	MILESTONE
CDR	PERS PLN/BR HD/ALLOCATION & STAT BR	3130P	REQUIREMENTS	MANAGEMENT	
CDR	ADP PLNS/ IT FUNCTIONAL MANAGER		REQUIREMENTS		
CDR	PERS DIST ENL/ASST BR HD/READ	3130R	MANAGEMENT		MILESTONE
CDR	PERS PLN / DIR OPS ANALYSIS DIV	3211P	RECRUITING		
CDR	ADP PLANS/DCOS	6201S	REQUIREMENTS	MANAGEMENT	
CDR	ADP SYS DIR	6201P	REQUIREMENTS	MANAGEMENT	
CDR	INST SOC SCI/ ASSOC DEAN/ GSBPP		DEVELOPMENT		
CDR	INST SOC SCI/MPTA	3130Q	DEVELOPMENT		
CDR	ADP PLANS/TECH INFRASTRUCTURE		REQUIREMENTS		
CDR	MGT INFO SYS/FORCE IT POLICY/PLN/DEPT HD		REQUIREMENTS	MANAGEMENT	
CDR	PERS PLN/POLICY ASSESS TEAM LDR	3211B	MANAGEMENT		
CDR	MGT INFO SYS		REQUIREMENTS		
CDR	PERS/MPWR MGT OFFICER		MANAGEMENT		
CDR	ADP PLANS/DEPT HD		REQUIREMENTS	MANAGEMENT	
CDR	PERS P&P DIR/EO PGM MGR		TBD	TBD	
CDR	IG/ASST FOR MILITARY MANPOWER	3130Q	MANAGEMENT		
CDR	PRCM&RECRUIT / DIR NATL TRAINING TEAM		RECRUITING	DEVELOPMENT	
CDR	ED TRA PLN GEN/MPTE/LC COORD	6201R	DEVELOPMENT		
CDR	PRCM&RECRUIT/ DIR TRNG POLICY & REQMTS	3130S	RECRUITING	DEVELOPMENT	
CDR	ASST FOR RESERVE MATTERS NCBR/OP92R	3111P	REQUIREMENTS		MILESTONE
CDR	ADMINISTRATIVE CNTRL OFF		MANAGEMENT		
CDR	OIC SHR ACT		RECRUITING	MANAGEMENT	MILESTONE

RANK	BILLET TITLE	Subspec(1)	Primary CCA	Second CCA	Milestone
CDR	PERS PLN/SEC HD MPWR TRNG & EDU	3130Q	TBD	TBD	MILESTONE
CDR	OPS ANAL/MANPOWER TEAM LEAD	3130P	REQUIREMENTS	MANAGEMENT	MILESTONE
CDR	BUDGET/ DIR FINMGMT/ POM	3111P	TBD	TBD	
CDR	PERS PERF GEN/BR HD	3130S	MANAGEMENT		
CDR	DIR, SYSTEMS 842000A06R01	6201P	REQUIREMENTS	MANAGEMENT	MILESTONE
CDR	PERS PLN/PERS PERF OFF	3130S	MANAGEMENT		
CDR	MOB&SEL/DIR, MOB & FORCE MGMT		MANAGEMENT		
CDR	MPWR PLN/N951C HD, PERS POLICY BRANCH	3130S	TBD	TBD	MILESTONE
CDR	MPWR PLN/N951D HD MPWR POLICY BRANCH	3130S	TBD	TBD	MILESTONE
CDR	PERS/ MWPR MGT/ DEPUTY MWPR/ N951B		TBD	TBD	MILESTONE
CDR	CMPU SYS ANAL/N956C INFO SYS TECH BR		REQUIREMENTS		
CDR	MGT INFO SYS/ DCIO STRA VISION/ N956C	6201P	TBD	TBD	MILESTONE
CDR	MGT INFO SYS/ DCIO INFRA/ IA/ N956D	6201P	TBD	TBD	MILESTONE
CDR	MGT INFO SYS/DEP CIO	6201P	TBD	TBD	
CDR	BUDGET/N958C HD, RESERVE PERS APPROP BR	3111P	TBD	TBD	
CDR	CHIEF STF OFF/DIR OF OPS (BUMED-07)		MANAGEMENT		
CDR	PERS PLN/DEPT HEAD	3130P	MANAGEMENT		
CDR	STF PLN/STAFF PLANS	3130S	REQUIREMENTS	MANAGEMENT	
CDR	XO SHR ACT		MANAGEMENT		
CAPT	CO SHR ACT SEL/CO, ADDU TO 12011/00011	3130P	REQUIREMENTS		
CAPT	PERS RSCH/DEPUTY	3130Q	REQUIREMENTS	MANAGEMENT	
CAPT	CHIEF STF OFF		MANAGEMENT		
CAPT	DEP/VICE CDR/DEPUTY DIRECTOR (FSA 01)	3130S	MANAGEMENT		
CAPT	CDR/CO SHR ACT/ REG WEST CDR		RECRUITING		MILESTONE
CAPT	CO SHR ACT SEL	3150Q	DEVELOPMENT	MANAGEMENT	MILESTONE
CAPT	SCH ADMIN/CHIEF OF STAFF		DEVELOPMENT	MANAGEMENT	
CAPT	PERS/MPWR MGT/ADDU TO 10070/57025		MANAGEMENT		
CAPT	CHIEF OF STF (COS)		DEVELOPMENT	MANAGEMENT	
CAPT	PERS/MPWR MGT/10T TOT FRC DIR /XO ENL	3130P	MANAGEMENT		MILESTONE
CAPT	DIR OPS/PLANS		RECRUITING	MANAGEMENT	MILESTONE
CAPT	PERS/MPWR MGT/HCS	4600P	MANAGEMENT		
CAPT	CHIEF STRATEGY/POLICY BR 00078938		TBD	TBD	
CAPT	SCH ADMIN/DIRECTOR CANDIDATE GUIDANCE		DEVELOPMENT	MANAGEMENT	
CAPT	ADMIN/BASE SUPT OFF/CO ENL PERSADMIN OFF		MANAGEMENT		
CAPT	STF PERS/N9/FLEET AND FAMILY READINESS		TBD	TBD	
CAPT	STF ADMIN/DCOS N1	3130R	MANAGEMENT		MILESTONE
CAPT	PERS P&P CHIEF/ DCOS	3130Q	TBD	TBD	
CAPT	STF PERS/MPWR PLN	3130R	MANAGEMENT	REQUIREMENTS	MILESTONE
CAPT	STF PERS/MPWR PLN/ACOS N1/SWE PRT AO	3130R	TBD	TBD	
CAPT	ADMIN / DIR HR & LOGISTICS DEPT	3130R	RECRUITING		
CAPT	PERS/ MPWR MGT	3130R	TBD	TBD	
CAPT	PERS PLN/ACOS MPWR PERS/FORCE IG		MANAGEMENT		

RANK	BILLET TITLE	Subspec(1)	Primary CCA	Second CCA	Milestone
CAPT	MPWR PLN/TOTAL FORCE MANPOWER DIRECTOR	3130S	DEVELOPMENT	REQUIREMENTS	
CAPT	STF ANAL NATO 310200A07A0		REQUIREMENTS		MILESTONE
CAPT	STF PERS/DEP DCOS (N1B)	3130Q	MANAGEMENT	REQUIREMENTS	MILESTONE
CAPT	MPWR PLN/STRATEGIC PROGRAMMING BR HD	3211Q	REQUIREMENTS	MANAGEMENT	MILESTONE
CAPT	MPWR PLN/TOTAL FORCE INTEGRATION & PLAN		REQUIREMENTS	DEVELOPMENT	
CAPT	PERS RSCH/BR HEAD MOD AND SIM	3211Q	REQUIREMENTS	MANAGEMENT	MILESTONE
CAPT	CHIEF JT MPWR DIVISION 00000404	3130Q	REQUIREMENTS	MANAGEMENT	MILESTONE
CAPT	MPWR PLN/N1J ASST FOR JCS MPR PERS	3130S	REQUIREMENTS	MANAGEMENT	
CAPT	PERS P&P/WOMEN'S POLICY		MANAGEMENT		
CAPT	PERS P&P SHORECORRECTIONS PGM MANAGER		MANAGEMENT		
CAPT	STF PERS/N1/TOTAL FORCE MANPOWER OFFICER		MANAGEMENT	REQUIREMENTS	
CAPT	DEP/FORCE INTEGRATION OFFICER (N1P)		MANAGEMENT		
CAPT	EXEC ASST/NAVAL AIDE		MANAGEMENT		
CAPT	MPWR PLAN/STAFF DIRECTOR		REQUIREMENTS	MANAGEMENT	
CAPT	PRCM&RECRUIT/ DIR OFFICER PROGRAMS DIV	3130P	RECRUITING	MANAGEMENT	MILESTONE
CAPT	PERS PLN/HUMAN RES OCM/HD DETAILER	3130P	MANAGEMENT		MILESTONE
CAPT	PERS P&P DIR/DIV DIR/DISTR MGMT DIV	3130R	REQUIREMENTS	MANAGEMENT	MILESTONE
CAPT	PERS P&P DIR/BR HD	3130S	MANAGEMENT		MILESTONE
CAPT	PERS P&P CHIEF		MANAGEMENT		
CAPT	ED TRA PLN GEN/N5 DIVISION DIRECTOR	3150P	DEVELOPMENT		
CAPT	MGT INFO SYS/DCOS		REQUIREMENTS	MANAGEMENT	
CAPT	PERS P&P DIR/DEPUTY ACNPC		MANAGEMENT		
CAPT	ADP PGM / DIR INFO SYS DEPT	6201Q	RECRUITING		
CAPT	INST SOC SCI/HR COE		DEVELOPMENT		
CAPT	TRAINING / DIR TRAINING DEPT		RECRUITING	DEVELOPMENT	
CAPT	A/DIR RES COMP BUDGET 842100A01R01	3111P	REQUIREMENTS	MANAGEMENT	MILESTONE
CAPT	ASST DIR MNPWR RQMTS PRG 846300A01R05	3130S	REQUIREMENTS		MILESTONE
CAPT	PERS P&P CHIEF/DEPT DIR		MANAGEMENT		MILESTONE
CAPT	PERS P&P DIR/DEP		MANAGEMENT		MILESTONE
CAPT	PERS P&P DIR	3130S	MANAGEMENT		
CAPT	PERS P&P CHIEF/N951 DIR, MPWR, PERS,	3130S	TBD	TBD	
CAPT	MPWR PLN/N951G HD TRNG POLICY BRANCH	3150S	TBD	TBD	
CAPT	MGT INFO SYS/CIO DIR	6201Q	TBD	TBD	

APPENDIX B. CNAF BRIEF SHEET CVN TRAINING OFFICER PIPELINE

UNCLASSIFIED

30 Jan 2008

BRIEF SHEET FOR: N01F/N41/N7/N1

SUBJ: CVN TRAINING OFFICER TRAINING PIPELINE

Purpose: DECISIONAL

Adopt the proposed Training Officer training pipeline for Human Resource Officers going to Afloat Training billets onboard aircraft carriers.

Background:

The training track for carrier Training Officers varies from one officer to the next. This LCDR XO-equivalent billet must be filled with Human Resource officers that possess an expected level of knowledge regarding shipboard training cycle and readiness reporting and individual training and education requirements. Additionally, an integral portion of this training takes place at the TYCOM level and this too is not comprehensive or standardized across coasts. Consequently, there are several ongoing initiatives at the TYCOM to improve the training and standardization for CVN Training Officers.

Discussion:

This proposed training pipeline touches on all aspects of a Training Officer's scope of responsibility as outlined by TYCOM directives and is outlined as follows:

a. Shipboard Firefighting – 1 day

(If officer has not completed within six years (submarine or aircraft firefighting will not satisfy TYCOM requirement).

b. Department Head or Executive Officer Leadership Course – 5 days.

c. ATG Training Officer Course – 5 days.

(CIN: G-7B-0200) (CDP 04YV/04ZE)

d. TYCOM Indoctrination – 15 days

Formal briefs to include the following topics:

- | | |
|----------|---|
| N1 | Introduction and Update/HR Community News |
| | Reserve Liaison Officer (RLO) Duties and Responsibilities |
| N01F/N41 | Budget/Travel Overview |
| | TADTAR Budget Requirements |
| | DTS/ATOS |
| | Government Travel Card Program |
| | JFTR |
| N7 | Training Officer Introduction and Expectations |
| | Training officer Responsibilities and Readiness Reporting |
| | Midshipmen Coordinator Overview |
| | FLTMPS and Individual Training Requirements |
| | Required Shipboard Training Requirements |

This portion of the training will also include a 10 days onboard a CVN preferably in training phase.

Recommendation:

Develop formalized TYCOM briefs and provide subject matter experts to present them to prospective carrier Training Officers as requested by N7.

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